

REPUBLIC OF KENYA



PARLIAMENT PARLIAMENTARY SERVICE COMMISSION

A photograph of the Parliament Clock Tower in Nairobi, Kenya. The tower is a tall, yellow, rectangular structure with a large clock face near the top. In the foreground, there is a large, yellow, archway structure that frames the tower. The sky is blue with some clouds. The image is part of a cover page with a green and blue geometric background.

**Strategic Plan
2019 - 2030**

REPUBLIC OF KENYA



PARLIAMENT

PARLIAMENTARY SERVICE COMMISSION

Strategic Plan

(2019-2030)

Vision

Democratic and People Centered Parliament

Mission

To facilitate Members of Parliament to effectively and efficiently discharge their constitutional mandate of representation, legislation and oversight

Core Values

Professionalism
Impartiality
Responsiveness
Integrity and Accountability
Cooperation and Consultation
Inclusiveness





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List of Abbreviations and Acronyms

ACP-EU	African Caribbean Pacific – European Union
AU	African Union
BoSM	Board of Senior Management
CE	Chief Engineer
CICT	Chief Information Communication Technology Officer
CNA	Clerk, National Assembly
CoS	Clerk, Senate
CRO	Chief Research Officer
DAS	Director, Administrative Services
DCS	Director, Committee Services (Senate/ National Assembly)
DDIRS	Director, Information and Research Services
DDLS	Director, Legal Services (Senate/ National Assembly)
DFA	Director, Finance and Accounts
DL&C	Director, Litigation and Compliance
DL&P	Director, Legislative and Procedure (Senate/National Assembly)
DPBO	Director, Parliamentary Budget Office
DSPO	Director, Speakers Office (Senate/ National Assembly)
EDCPST	Executive Director, Centre for Parliamentary Studies and Training
EU	European Union
HoD	Head of Department
ICT	Information Communication Technology
KICC	Kenya International Conference Centre
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MPs	Member(s) of Parliament
MTP	Medium Term Plan
PBU	Parliamentary Broadcasting Unit
PESTLE	Political Economic Social Technological Legal Environmental
PFM	Public Finance Management
PSC	Parliamentary Service Commission
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SPIC	Strategic Plan Implementation Committee
SWOT	Strengths Weakness Opportunities Threats



Foreword by the Chairperson, Parliamentary Service Commission

Parliament of Kenya and by extension the Parliamentary Service Commission (PSC) is a key driver of Vision 2030 and the Big Four Agenda. Parliament provides an enabling environment for all other sectors to thrive. It makes it possible through the adoption of the requisite policy frameworks, enactment of the necessary laws and subsidiary legislations. To this end, the Commission is mandated under Article 127(6) of the Constitution to among other functions; provide services and facilities to ensure the efficient and effective functioning of Parliament.

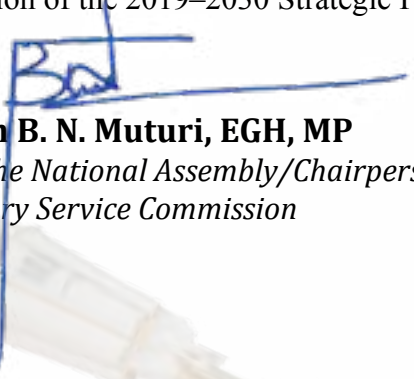
The 3rd PSC Strategic Plan 2008–2018 prioritised eleven strategic objectives towards a common vision of making Parliament a supreme, effective, efficient and self-sustaining institution. An assessment of the implementation of the 2008–2018 Strategic Plan shows an overall success rate of seventy five (75 per cent). This implies that more is required to ensure *Members of Parliament are facilitated to effectively and efficiently discharge their constitutional mandate of representation, legislation and oversight*. Needless to say, therefore, that, the Strategic focus of the PSC going forward into the 4th Strategic Plan covering 2019 – 2030 is to achieve a democratic and people centred Parliament by 2030.

The 2019–2030 Strategic Plan, reaffirms the role played by the two Houses of Parliament, The Senate and The National Assembly (as its primary clients) in the achievement of the broad development agenda of the country. In preparing this Strategic Plan, the Commission took into account, the performance, lessons learnt following the implementation of the 2008–2018 Strategic Plan and the strategic direction of the county for the next ten years. Aside from the role played by both Houses of Parliament, the plan recognises the following key tenets:- the place of devolution and the role of devolved units in the governance structure; the need to enhance service delivery through capacity building at all levels within Parliament; adoption of efficient business processes including the target to become an e-compliant Parliament by 2030. Others are to become a green compliant Parliament and to enhance and sustain financial sustainability amidst the shrinking public financial resources. The plan has also provided for mechanisms for Parliament to engage with Parliament pursuant to Article 118 of the Constitution, a key necessity for good governance.

With the foregoing, it is my belief that the Strategic Plan expresses the aspirations of all the stakeholders of the Commission. Further, this is a framework within which the Commission will address any emerging challenges during the implementation of the plan including mobilisation of resources to undertake the activities therein. As such, the successful implementation of this Strategic Plan will call for the concerted effort of all the stakeholders at all levels.

The Commission will endeavour to build and sustain the much needed synergies from within (across Houses and directorates) so as to enhance service delivery. This will also be extended to strengthening collaborations and networks with other Parliaments and institutions.

We, therefore, implore all of us to step up our energies to guarantee the successful implementation of the 2019–2030 Strategic Plan.



Hon. Justin B. N. Muturi, EGH, MP
*Speaker of the National Assembly/Chairperson,
Parliamentary Service Commission*

Commitment by the Secretary, Parliamentary Service Commission

The role of the Parliamentary Service Commission (PSC) as provided for under Article 127(6) is one that brings to the fore the prominence of Parliament as one of the three Arms of Government. Parliament contributes to the socio-economic development of this country. As such, the development of the Strategic Plan 2019–2030 comes at a time when the Country is expected to place a lot of focus and resources on the Big Four Agenda, a complementing development agenda to the Vision 2030. This, therefore, means that Parliament's contribution to the achievement of this Vision in line with Article 94 of the Constitution calls for a well thought out strategy.

The 2019–2030 Strategic Plan adopts a deliberate and strategic policy direction by the PSC, which is to actualise a *'People Centered and Democratic Parliament'*. The Commission intends to achieve the vision by facilitating Members of Parliament to effectively and efficiently discharge their constitutional mandate of representation, legislation and oversight.

To achieve the foregoing, the Strategic Plan implores seven (7) strategic pillars that are expected to guide the PSC. Additionally, twenty two (22) strategic objectives will provide the three Services; the Senate, National Assembly and the Joint Services, the much needed impetus to achieve the set targets. The Commission, guided by Office of the Secretary will mobilise resources to implement activities of the plan that are expected to achieve the following seven (7) outcomes:

- (i) strengthened democratic governance;
- (ii) effective and efficient utilisation of resources for positive impact;
- (iii) enhanced parliamentary image for sustained engagement
- (iv) mainstreamed ICT systems in parliamentary affair;
- (v) sustained environmentally friendly processes;
- (vi) modernises an secure working environment and
- (vii) a sufficiently resourced Parliament.

To achieve the foregoing outcomes, the Strategic Plan is organized into six chapters as follows:

- **Chapter 1** contextualises the **Strategic Plan** aligning it to the current devolved governance structure; the global, regional and national development agendas.
- **Chapter 2** outlines the **strategic focus of PSC** for the next ten years hence the vision, mission statements and core values.
- **Chapter 3** summarises the **basis for the strategic focus of the 2019–2030**

Strategic Plan, an assessment of the 2008–2018 Strategic Plan, taking into consideration lessons learnt and incorporating a SWOT, PESTLE and Stakeholders analyses.

- **Chapter 4** unbundles the **strategic direction of the PSC** by providing the **strategic pillars, strategic objectives and outcomes** thereof.
- **Chapter 5** outlines the **monitoring and evaluation framework** for the Strategic Plan taking into consideration the resource mobilisation strategies, reporting and feedback mechanism. The Chapter also acknowledges the **impending risks and the mitigating modalities**.
- **Chapter 6** links the strategic pillars, the strategic objectives, specific strategies, specific activities to the expected timelines, targets and actors (in this case directorates, departments or units) in the form of **an action plan**.

The management commits itself towards the successful implementation of the Strategic Plan. To this end, mechanisms will be put in place to ensure continuous sensitisation of the content of the plan.

I, therefore, take this opportunity to appreciate the efforts of the members of the Strategic Plan Implementation Committee (SPIC) who spearheaded the review of the 2008–2018 Plan and the subsequent development of the 2019-2030 Plan. They comprise of the following:—Mrs. Phyllis Makau, Dr. George Wakah, Mr. Douglas Ng'ang'a, Mr. Samuel Njuguna, Mr. Samuel Njoroge, Mrs. Faryd Shadia, Ms. Linet Misati, Ms. Marale Sande, and Mr. Peter Mwangangi.

I also recognise that strategic plans are living documents that may require continuous review including midterm reviews to incorporate any emerging issues during their implementation. With this in mind, we recognise that the development of the Strategic Plan was taking place concurrently with other important reviews. In particular, the review on the organisation structure of Parliament culminating to the *PKF Report on the PSC on the Organization Structure Review*. As such, this will subsequently taken into consideration informing the Strategic Plan as the Commission resolves.

I, therefore, look forward to the successful implementation of this Strategic Plan and the continuous efforts and support of all and sundry.

J.M. Nyegenye, CBS

Clerk of the Senate,

Secretary, Parliamentary Service Commission

Note by the Clerk of the National Assembly

The Parliamentary Service Commission (PSC) plays a key role in facilitating the functioning of the two Houses of Parliament in discharging their constitutional mandate as espoused in Article 95 and 96 of the Constitution. The 2019–2030 Strategic Plan is being developed a year following the constitution of the 12th Parliament and the conceptualisation of the Big Four Agenda by the Government. The plan envisages a *‘democratic and people centered Parliament going forward into the ten years.*

The Senate and National Assembly are expected to play a critical role in achieving this vision. The contributions of the two Houses of Parliament is well articulated under the first pillar on effective representation, legislation and oversight. As Houses of Parliament, the Strategic Plan implores upon us to make efforts in achieving the following objectives:-

- (i) improve the process of representation, legislation and oversight;
- (ii) strengthen the capacity of Members of Parliament to execute their constitutional mandate;
- (iii) strengthen devolution and the capacity of devolved units and constituency offices; and
- (iv) adopt, institutionalize and strengthen knowledge and evidence-based decision making including monitoring and evaluation.

To achieve these, greater collaboration and synergy between the two Houses of Parliament is paramount. Parliament more than ever will be required to leverage on the milestones achieved following the implementation of the 2008–2018 Strategic Plan to achieve the set target in this plan. Among the key achievements are – the development and improvement of rules of procedures including Standing Orders, Speaker’s Rules, Legislative and Procedural Manuals for both Houses of Parliament; the strengthening of the Offices of the Speakers and Offices of the Clerks. Others are enhanced ICT services to MPs and staff particularly the acquisition of high speed internet connection and upgraded Parliament’s website to a more interactive platform; and the establishment of the Parliamentary Broadcasting Unit (PBU) to facilitate live broadcasts of House proceedings to the public and a modern Media Centre equipped with staff to enhance media coverage of Parliament and support MPs among others.

The 2019–2030 Strategic Plan, therefore, presents a bold step by the Commission to provide for the Members of Parliament and staff who are key to the Members discharge of their mandate. Among the notable initiative incorporated in the plan are:- the need to develop the capacity of CPST as a centre of excellence in legislative studies; institutionalisation of performance management systems across the parliamentary service; the automation of all systems and process core to the operations of Parliament

hence; the adoption and implementation of modern energy management systems among others. With these, Parliament will be effective in discharging its mandates as it contributes to the ideals of parliamentary democracy as inspired in Article 127(6) (d) of the Constitution.

I acknowledge that the plan as presented is a product of elaborate consultations across the various stakeholders including the two Houses. This implies that the views of the two Houses have largely enriched this document to ensure *'no one is left behind'*. As a House, we undertake to work closely with all involved in the implementation of this plan with the aim of achieving the set targets. We, therefore, look forward to further engagement and support as realizing the vision and mission of this Strategic document is our ultimate goal.



Michael Sialai, EBS

Clerk of the National Assembly

Members of the 5th Parliamentary Service Commission



**Hon. Justin Muturi, EGH, MP,
Speaker, National Assembly/
Chairman, PSC**



**Hon. (Dr.) Naomi
Shaban, EGH, MP
Vice Chairperson, PSC**



**Sen. Beth Mugo, EGH,
CBS, MP**



**Sen. George Khaniri,
MGH, MP**



**Hon. (Dr.) Adan
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**Sen. Aaron Cheruiyot,
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**Hon. Ben Momanyi,
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Hon. Aisha Jumwa, MP



**Hon. Samuel
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Mr. Clement Nyadiere
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Prof. Nyokabi Kamau,
Executive Director, CPST

CHAPTER1: INTRODUCTION

The Parliamentary Service Commission (PSC) is a Constitutional Commission established under Article 127 of the Constitution of Kenya to support the role of Parliament as provided for in Article 94. Article 127 (6) bestows upon the PSC the following responsibilities: to (i) provide services and facilities to ensure the efficient and effective functioning of Parliament; (ii) constitute offices in the Parliamentary Service and appointing and supervising office holders; (iii) prepare annual estimates for the Parliamentary Service and submit them to the National Assembly and to (iv) undertake singly or jointly with other relevant organizations, programmes to promote parliamentary democracy.

This Strategic Plan is anchored on the national economic blue print Vision 2030. The plan spells out the road map to achieving middle income status by 2030. The transition from a unicameral to a bicameral Parliament took place during the implementation of the second Medium Term Plan (MTP) 2012–2017. Currently, the MTP III coupled by the implementation of the Big Four Agenda is expected to inform programs and activities across all sectors.

Vision 2030 is premised on three pillars, namely, economic, social and political. As such, all ministries, departments and agencies (MDAs) are required to align their Strategic Plans to the Vision 2030 and subsequently the Big Four Agenda so as to contribute to the achievement of the national goals as espoused in the Vision.

The contribution of Parliament to the Vision 2030 is through its roles as provided in Article 94 and 95. This is in terms of legislation, oversight, participatory representation and appropriation of funds for expenditure. Parliament, therefore, supports the critical sectors identified as enablers of economic and social development by providing an enabling environment for socioeconomic development. Parliament's Strategic Plan takes cognisance of these expectations.

The Strategic Plan 2019–2030 is a management tool that will be used to guide the PSC in setting priorities, focus its human and financial resources and strengthen operations and systems. The ultimate mission is to facilitate Members of Parliament to effectively and efficiently discharge their constitutional mandate of representation, legislation and oversight. It is also meant to ensure consensus around intended strategies, activities, outcomes and results for the institution of Parliament; an important concept in corporate governance. The Strategic Plan will therefore give the strategic direction and the road map for implementation of Parliament's activities and projects for the next ten (10) years.

1.1 Parliament in the Context of Devolved Units

Devolution and devolved governments as provided for in Article 174 are an important component of governance. These are important as regards Parliaments' mandate. Devolution as a governance framework has been identified as one of the most transformative change provided for by the Constitution of Kenya. Devolution promotes democratic and accountable exercise of power; fosters national unity by recognising diversity; gives powers of self-governance to the people and enhances their participation.

Further, it recognises the rights of communities to manage their affairs. In view of these, the Constitution in Article 96(1) bestows upon Parliament and particularly the Senate the responsibility of representing the Counties and protecting their interests and that of their governments. The Senate is, therefore, expected to make laws by considering, debating and approving bills concerning counties and most importantly determine allocation of national revenue among counties while exercising oversight over national revenue allocated to these units.

To this end, the Senate has made efforts to entrench devolution through approving and passing of requisite legislation. Among the key pieces of legislation that have been either passed or are being considered are: the Annual County Allocation of Revenue Bills; Equalisation Fund and Appropriation Bill. Others are Urban Areas and Cities (Amendment) Bill, 2017; the County Governments (Amendment) Bill 2017; the National Flags, Emblems and Names (Amendment) Bill, 2017 and County Boundaries Bill, 2017.

In this context, therefore, Parliament is required to engage with all the devolved structures, its key stakeholder while managing intergovernmental relations thereby achieving the vision of a democratic and people centered Parliament.

1.2 Alignment to the National Development Plans

The core mandate of Parliament of passing laws, appropriation of resources, oversight and representation are essential for the implementation and attainment of the national goals. As representatives of the people, Parliamentarians are the mouth piece of their constituents to guarantee participatory and equitable development.

The Strategic Plan 2019–2030 is anchored on Vision 2030 which is expected to help transform Kenya into a middle-income country while providing a high quality life to all its citizens by the year 2030. The unpacking of the Vision 2030 to specific focus on food security, manufacturing, affordable housing and affordable healthcare will compliment the implementation of the MTP III in its quest to achieve Vision 2030.

This calls for the harnessing of citizens' involvement, the enactment of the relevant legislation and the need to carry out the necessary oversight in order to ensure the implementation of the Big Four Agenda and other development plans.

Parliament is, therefore, expected to play a critical role in actualizing these by strengthening political stability, promoting national reconciliation, encouraging social harmony and expanding the democratic space.

1.3 Underpinning Global and Regional Context

Kenya as a nation and Parliament as an institution are beacons of democracy. The two boast of global and regional interactions, networks and engagement with global bodies like, the African Union (AU), the African Caribbean Pacific- European Union (ACP-EU) and the United Nations among others. Kenya is also a signatory to several treaties, conventions and resolutions. The Constitution in Article 2(6) provides that any treaty or convention ratified by the State shall form part of the law of Kenya. This therefore, applies to several other treaties, resolutions and conventions like the United Nations Charter, Universal Declaration on Human Rights, among others.

At regional level, with the endorsement of Agenda 2063, member states committed to localise and implement the global goals. In this regard, as one of the three Arms of Government, Parliament has a critical role in ensuring that these international and regional instruments are domesticated and implemented at national level. Parliament is therefore, obligated to provide the requisite mechanisms to enforce these international standards through its oversight mechanism: the House Committees. It is against this background that Parliament is keen to ensure that its Strategic Plan mainstreams some of these ideals provided for by the international instruments and resolutions including the SDGs.

The Strategic Plan spells out strategies with which PSC shall ensure that Parliament is effectively facilitated to deliver on its mandate. PSC will need to foster cooperation with the National Government through the national Treasury to ensure that the requisite resources are available to accomplish these goals. On this basis, the Strategic Plan 2019 -2030 recognizes the following: (i) the role of Parliament in promoting and enforcing global and regional ideals; (ii) the role of Parliament in supporting the enablers of economic development to ensure the achievement of national goals as prescribed in the Vision 2030 and the Big Four Agenda and other signed international instruments; (iii) the place of the Strategic Plan in guiding the process by ensuring the ideals and the spirit of all these overarching instruments are upheld.

The PSC Strategic Plan 2019 – 2030 has therefore been prepared with the foregoing in mind and seeks to facilitate effective and efficient representation, legislation and oversight of Members of Parliament.

1.4 Justification for the Development of the Strategic Plan 2019–2030

Good governance alongside integrity, transparency and accountability are some of the national values and principles of governance as provided for in Article 10 of the Constitution. Additionally, it is an essential ingredient for efficient service delivery in all sectors of the economy. This Strategic Plan recognises the role of the legislature in actualising the national values and principles of governance.

Good governance as a precursor to sustainable development and democracy calls for increased transparency and accountability. This Strategic Plan acknowledges that Parliament is a significant actor in the governance process, given its constitutional role of holding the other two Arms of Government to account in what is referred to as ‘*Parliamentary sovereignty*’. This, therefore, calls for Parliament’s independence, in terms of planning and access to resources.

The implementation of the Strategic Plan 2008–2018 drew to a close in December 2018. This paved way for the development of the new plan to guide Parliament into the future. The Strategic Plan 2019–2030 is a ten (10) year plan whose midterm review is expected in 2023 (after 5 years). The plan has also been aligned to the Vision 2030 which lapses in the year 2030. It unpacks how PSC intends to achieve its broad vision of a democratic and people centred Parliament taking into consideration the Sustainable Development Goals (SDGs), Agenda 2063, Vision 2030 and the Big Four Agenda as the underpinning frameworks.

1.5 Methodology for Developing the Strategic Plan

The strategic pillars, strategic objectives and the specific strategies outlined in this plan are a product of a collaborative process between the Strategic Plan Implementation Committee (SPIC) and the various stakeholders in Parliament.

These were from the lowest level (Units and Departments) through to the policy-making organ of Parliament (the Commission). This was to ensure ownership and acceptance by all stakeholders to guarantee its implementation.

The process also entailed the review of several documents. The following documents were reviewed:

- (i) The *Constitution of Kenya*;
- (ii) Vision 2030, the third Medium Term Plan (2018–2022), the Presidential Directive (pronounced on 12th Dec, 2017) on the Big Four Agenda (2018–2022);
- (iii) The Parliamentary Service Act, 2000;

(iv) The 3rd Strategic Plan 2008–2018 (revised 2012); and

(v) Other international economic performance blue prints and instruments.

Several strategic planning meetings and training were held at various times by the SPIC. SPIC also held a meeting with the heads of directorates and departments. The Commission adopted the strategic pillars paving way for the finalisation of the plan by SPIC.



H. E. President Uhuru Kenyatta addressing a joint sitting of Parliament during the state of the Nation address.

CHAPTER TWO: STRATEGIC DIRECTION

This section highlights the vision, mission and core values which will guide 2019–2030 Strategic Plan between. These have been informed by reviews of the 2008–2018 Strategic Plan, gaps identified through the PESTLE analysis, SWOT analysis and STAKEHOLDERS analyses.

2.1 Vision

Democratic and people centered parliament

2.2 Mission

To facilitate Members of Parliament to efficiently and effectively discharge their constitutional mandate of representation, legislation and oversight

2.3 Core Values

The Parliamentary Service is committed to upholding the following core values:

1. Professionalism

We shall maintain a high level of competence and team work in our work.

2. Impartiality

We shall remain objective and non-partisan in the delivery of service.

3. Responsiveness

We shall be customer focused and provide high quality service in a timely and reliable manner.

4. Integrity and Accountability

We shall maintain the highest level of ethics, transparency and accountability in discharging our duties.

5. Cooperation and Consultation

We shall maintain the spirit of cooperation based on consultation and communication.

6. Inclusiveness

We shall recognize diverse backgrounds to promote national integration.

CHAPTER 3. INSTITUTIONAL REVIEW AND SITUATIONAL ANALYSIS

This section outlines a broad overview of the state of the institution by reviewing the third Strategic Plan 2008-2018. The review takes stock of the gains, achievements, challenges encountered and seeks to build on the lessons learnt. It also describes the internal and external environment within which Parliament is expected to operate through the SWOT analysis, PESTLE analysis and the Stakeholders analysis.

3.1 Review of the Implementation of the third (3rd) Strategic Plan 2008-2018

The 2008–2018 PSC Strategic Plan prioritised eleven strategic objectives towards a common vision of making Parliament a supreme, effective, efficient and self-sustaining institution as a major participant in the process of good governance. The plan was launched in October 2008 and further reviewed in July 2012 following the implementation of the bicameral system of governance. During the review period, various achievements were realised, challenges noted and lessons learnt as detailed here below:

3.1.1 Achievements

PSC facilitated Members to pass various bills relating to implementation of the Constitution by developing and improving rules of procedures including Standing Orders, Speaker's Rules, Legislative and Procedural Manuals for both Houses of Parliament. To achieve the foregoing, additional staff in the various departments were recruited, trained and infrastructure to improve the production of the Hansard installed. The Commission also oversaw the strengthening of the Offices of the Speakers and Offices of the Clerks by developing and implementing a structure to support the aforementioned offices.

The Commission strengthened the oversight capacity of Members over public finance through induction programs for newly elected Members by the Directorate of Committee Services. It also facilitated the enactment and further amendments to the Public Finance Management (PFM) Act of 2012, the development of guidelines for scrutiny of the budget and the strengthening of the capacity of the Parliamentary Budget Office (PBO). The latter was achieved through anchoring the Office in law and deployment of additional staff. To strengthen knowledge and evidence-based decision making, PSC strengthened the Parliamentary Research Services including enhanced Library and ICT services to MPs and staff. In particular, with regards to ICT, PSC acquired high speed internet connection and upgraded Parliament's website to a more interactive platform.

The PSC facilitated the improvement of the image of Parliament by opening up Parliament to the public in line with Article 118 of the Constitution. This led to the establishment of the Parliamentary Broadcasting Unit (PBU) to facilitate live broadcasts of House proceedings to the public, establishment of a modern Media Centre equipped with staff to enhance media coverage of Parliament and support MPs briefings and increased presence on social media specifically Twitter, Facebook and YouTube. The Commission also established reception desks in various buildings to effectively serve internal and external clients.

In terms of increasing the resource base and the subsequent management of the resources, The Commission facilitated the operationalisation of the Integrated Financial Management Information System (IFMIS) while empowering the Project Implementation Committee to implement resource intensive projects like the establishment of the Parliamentary square and the construction of the office storey complex located next to County Hall.

The Committee also facilitated the refurbishment of the two chambers to serve both the National Assembly and Senate at the Parliament main buildings. This ensured the smooth transition from a unicameral to bicameral Parliament. During the same period, the Commission oversaw the establishment of a Parliamentary Fund.

To enhance the service delivery and improve the working conditions of Members and Staff in a bicameral Parliament, the Commission reviewed the parliamentary service organisation structure and schemes of service for some cadres based on the Akiwumi Report. The Commission also established the Centre for Parliamentary Studies and Training to facilitate training and capacity building for both Members and staff including those at the Counties. Additionally, the following were achieved thereby, improving the working conditions of Members and staff: acquisition of Protection House, leasing of additional spaces at Kenyatta International Conventional Centre, Ukulima Plaza and Harambee Plaza to provide accommodation for Members, acquisition of Red Cross Building, Amani House, Juvenile Court Buildings to cater for Members and staff offices.

3.1.2 Pending Strategies and Activities

The foregoing achievements notwithstanding, the previous Strategic Plan period failed to achieve the following projects successfully:

- (i) The complete installation and operationalisation of the Integrated Security Management System;
- (ii) Completion of the multi storey office block next to continental House to provide for office space and committee rooms for Members;
- (iii) Complete operationalisation of the parliamentary fund;

- (iv) Institutionalisation and the mainstreaming of performance management system; and
- (v) Full optimization of ICT in operations and communications in Parliament.

3.1.3 Emerging Challenges

The Commission experienced setbacks in the implementation of the Strategic Plan 2008-2018. These are summarised as follows:-

- (i) Limited awareness and hence buy in of the Strategic Plan by some staff, thereby, impacting on its implementation;
- (ii) Unrealistic goal setting and targets by some departments leading to pending activities;
- (iii) Poor inter and intra-communication and coordination among and within directorates and departments across the Houses;
- (iv) Longer duration of time for the staff to embrace the Strategic Plan;
- (v) Inadequate internal capacity to undertake specialised capital projects leading to implementation delays and over dependence on consultants and Ministry of Public Works; and
- (vii) Limited implementation of joint activities to facilitate synergy and co-operation between the two Houses.

3.1.4 Lessons Learnt

Arising from the experiences of implementing the Strategic Plan, the PSC borrowed lessons that subsequently informed the development of the Strategic Plan 2019–2030 and its subsequent implementation. These are:

- (i) To effectively implement the Strategic Plan, directorates, department and units will require guidance and monitoring.
- (ii) Broader ownership of the Strategic Plan calls for a participatory bottom up approach to its development.
- (iii) There is need to set up Strategy Coordination Unit to monitor day to day implementation of the plan.
- (iv) In the long term, PSC may require staff with specialised skills, among them but not limited to architectural, quantity surveyors and an electrical engineer to improve the implementation of capital projects.

- (v) Addressing human resource issues is key to successful implementation of the Strategic Plan. The Commission may need to address any emerging issues like rewards and sanctions, promotions, redesignations, salary reviews, succession management among others. This calls for an efficient staff management system.
- (vi) Team spirit is key to the successful delivery of services within the Parliamentary Service.

3.2 SWOT ANALYSIS

The table below provides a summarised representation of the Commissions analysis on its strengths, weaknesses, opportunities and threats.

Table 1: The SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> (i) The mandate of the Commission is anchored in the <i>Constitution of Kenya</i> and various Acts of Parliament. (ii) Reliable budget provision. (iii) Presidential system of governance that gives Parliament the power of the purse. (iv) Strategic linkages with other Parliaments, parliamentary associations and regional Parliaments. (v) Strong history and precedence of parliamentary practice and procedures. (vi) Ability to attract and retain competent and professional staff. (vii) Open broadcasting signal and platform for Parliament. 	<ul style="list-style-type: none"> (i) Inability to optimise the use of ICT. (ii) Perceived negative image of Parliament. (iii) Weak linkages and synergies across directorates and departments. (iv) Weak performance management systems. (v) Slow institutional response to change and slow adoption to manage. (vi) Inadequate facilities and in some instances unusable facilities. (vii) Weak monitoring and evaluation frameworks. (viii) Inadequate capacity for project management.
Opportunities	Threats

(i) Interest by stakeholders to forge partnerships, linkages and collaborations with Parliament.	(i) Negative publicity.
(ii) Challenges experienced by County governments.	(ii) Dynamic and ever-changing political environment.
(iii) Increased desire for the public to understand the working of Parliament.	(iii) A litigious society.
(iv) An emerging and more enlightened citizenry.	(iv) Terrorism and insecurity.
(v) Transition to e-government.	(v) Frequently changing technological advancement.
(vi) Expanding ICT connectivity and social media engagement.	(vi) Shrinking public resource envelope and possibility of budget cuts.
	(vii) Interference by the other Arms of Government.

3.3 PESTLE ANALYSIS

The following is an analysis of the Political, Economic, Social, Technological, Legal and Environmental issues impacting the Strategic Plan. These are issues that may arise during the Strategic Plan implementation period. They have been analysed according to the issue and its effect, in general terms, both positive and negative.

Table 2: The PESTLE Analysis

Category of analysis	Issue	Effect
Political	<ul style="list-style-type: none"> (i) Interference by the other arms of government. (ii) Dynamism and ever-changing political landscape. (iii) Interest by other stakeholders to forge partnerships, linkages and collaborations with Parliament. (iv) High turnover of Members of Parliament. (v) Weak ideological positions by parliamentary parties. 	<ul style="list-style-type: none"> (i) Weakening role of Parliament. (ii) Change of structure and operations of Parliament. (iii) Strengthened legislative work coupled by possible interference due to conflict of interest. (iv) Regular capacity building for Members of Parliament. (v) Slow pace of transacting legislative business coupled with increased politicking.
Economic	<ul style="list-style-type: none"> (i) A ballooning national debt. (ii) Shrinking public resource envelope. (iii) Increased economic crimes and corruption. (iv) Increased focus on the Big Four Agenda. (v) Transition to e-commerce. (vi) A budget making Parliament. 	<ul style="list-style-type: none"> (i) Slowing down of the Gross Domestic Product (ii) Strain on available revenue and unpredictable exchequer releases coupled by political and social instability. (iii) Non-delivery of services and unfulfilled development agenda. (iv) Quest for effective oversight. (v) Increased digital transactions. (vi) Need for increased capacity for budget scrutiny.

Social	<ul style="list-style-type: none"> (i) Transition from Millennium Development Goals (MDGs) to SDGs. (ii) High population growth rate and increasing youth unemployment. (iii) Urbanisation. (iv) Threats of insecurity and terrorism. 	<ul style="list-style-type: none"> (i) Inclusive development. (ii) Potential demographic dividends. (iii) Constrained urban infrastructure. (i) Increased insecurity and threat of terrorism hence with commensurate expenditures.
Technological	<ul style="list-style-type: none"> (i) High level of technological uptake. (ii) Increased technological innovations hence open society. 	<ul style="list-style-type: none"> (i) Increased demand for up-to-date equipment. (ii) Tech-savvy population; Increased use of social media and increased cyber security.
Legal	<ul style="list-style-type: none"> (i) Existing PSC Bill, 2018. (ii) Possible amendment of the Constitution. (iii) Clamour for two thirds gender representation. (iv) Increased compliance related litigations. (v) Enhanced role of Parliament in proposing legislation. 	<ul style="list-style-type: none"> (i) Review of organizational structure of Parliament. (ii) Threat to parliamentary sovereignty. (iii) Threat of dissolution of Parliament on the basis of its unconstitutionality. (iv) Delayed project implementation and service delivery. (v) Increased demand for capacity to draft legislative proposals and public participation.

Environmental	(i)	Reduced access to clean water and energy resources.	(i)	Conflicts around access to resources.
	(ii)	Food insecurity.	(ii)	High cost of energy and poor sanitation.
	(iii)	Threats of vagaries of climate change.	(iii)	Increased dependency by the electorate.

3.4 STAKEHOLDERS ANALYSIS

The PSC exists to facilitate MPs to undertake their constitutional mandate. To achieve this, the PSC strives to provide a myriad of services to ensure a conducive working environment for both Members and Staff. While MPs are key stakeholders, the Commission prides itself of strong linkages, partnerships and collaborations with other institutions in providing the enabling environment for MPs to represent, oversight, legislate and appropriate resources in a more effective manner.

The stakeholders' analysis outlines the expectations and obligations of various stakeholders on the operations of the Commission. This is summarised as follows:-

Table 3: Stakeholders' Expectations and the Commission's Expectations

Stakeholder	Stakeholders Expectation		Commission Expectation	
Members of Parliament	(i)	Efficient services, technical and administrative support.	(i)	Improved quality of debate.
	(ii)	Conducive working environment.	(ii)	Increased passage of laws.
	(iii)	Capacity building to undertake their roles.	(iii)	Enhanced quality of Bills.
			(iv)	Improved oversight of public officers and public resources.
			(v)	Increased public participation.

Staff of the Commission	<ul style="list-style-type: none"> (i) Competitive remuneration. (ii) Staff welfare issues addressed. (iii) Facilitate training and career development. (iv) Provide conducive and secure working environment. 	<ul style="list-style-type: none"> (i) Improved performance and service delivery. (ii) Timely implementation of the Commission's programs. (iii) Adherence to the Commission's policies, procedures, rules and regulations.
The public	<ul style="list-style-type: none"> (i) Effective and responsible representation. (ii) Effective and evidence based oversight. (iii) Appropriate utilisation of resources. (iv) Good governance practices. (v) Capacity building of County Assemblies. 	<ul style="list-style-type: none"> (i) Participation in parliamentary processes. (ii) Informed public of the workings of Parliament and laws enacted.
Ministries and Government departments and SAGAs	<ul style="list-style-type: none"> (i) Timely debates and scrutiny of policies and budgets. (ii) Enactment of laws for operationalisation of policies. (iii) Partnership and collaboration. 	<ul style="list-style-type: none"> (i) Allocate adequate resources and timely release of the exchequer. (ii) Implement debated policies and enacted laws. (iii) Provide requisite evidence and information to Parliament for informed decision making. (iv) Partnership and collaboration.

County Governments	<ul style="list-style-type: none"> (i) Timely approval of division of revenue and disbursement targets. (ii) Partnership and collaboration. 	<ul style="list-style-type: none"> (i) Prudent use of appropriated public resources. (ii) Partnership and collaboration. (iii) Transparency and accountability.
The Judiciary	<ul style="list-style-type: none"> (i) Adherence to the rule of law. (ii) Increased demonstration of separation of powers. (iii) Debate and scrutiny of policies and budgets within timelines (iv) Enactment of laws for operationalisation of policies (v) Partnership and collaboration 	<ul style="list-style-type: none"> (i) Demonstrate the ideals of separation of powers. (ii) Provide clarity in interpretation of laws. (iii) Allocate adequate resources and timely release of the exchequer. (iv) Implement debated policies and enacted laws. (v) Provide requisite evidence and information to Parliament for informed decision making.
Other Constitutional Commissions and independent offices	<ul style="list-style-type: none"> (i) Debate and scrutiny of policies and budgets within timelines. (ii) Enactment of laws for operationalization of policies. (iii) Partnership and collaboration. (iv) Productive engagement 	<ul style="list-style-type: none"> (i) Implementation of house resolutions relevant to their mandate. (ii) Prompt reporting to Parliament. (iii) Partnership and collaboration.

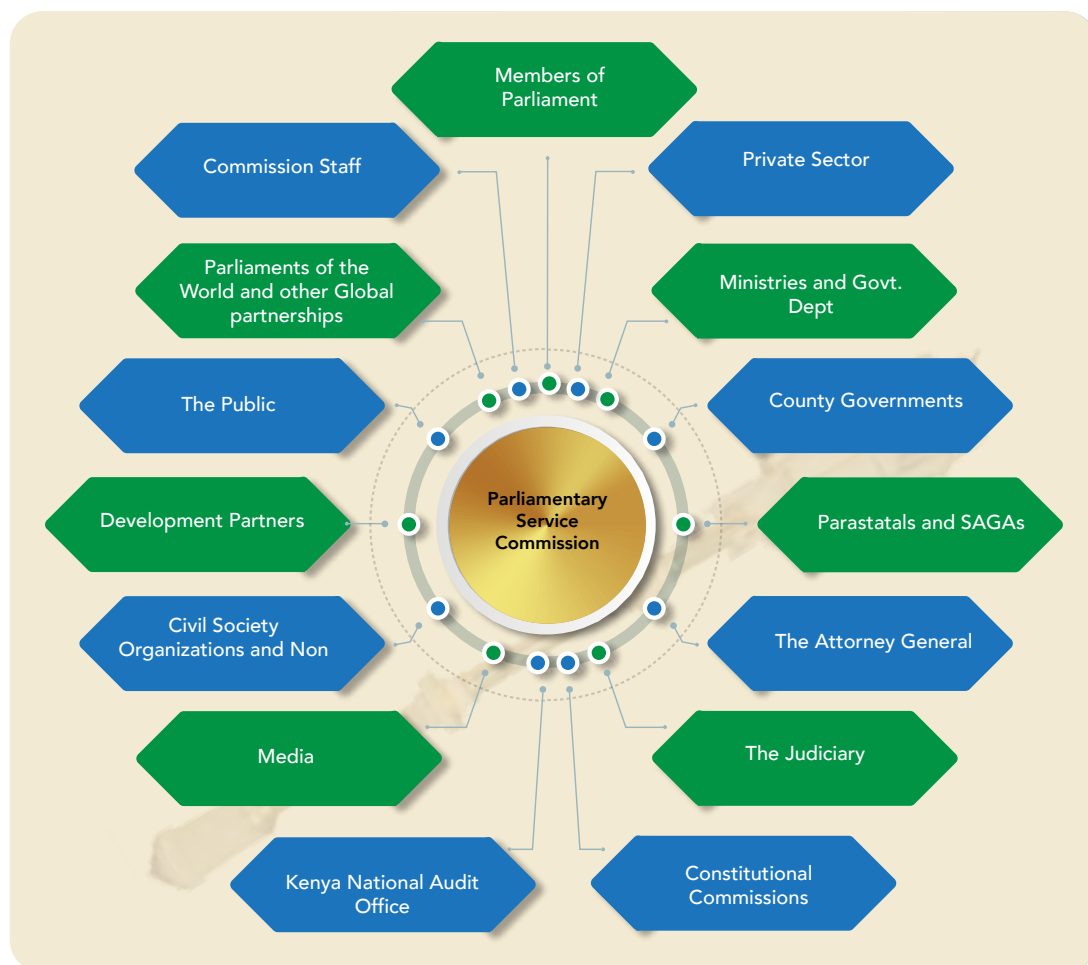
The media	<ul style="list-style-type: none"> (i) Free access to information. (ii) Timely information on issues relating to Parliament. (iii) Packaging of decisions in an intelligible manner for communication to the public. 	<ul style="list-style-type: none"> (i) Accurate reporting and responsible journalism. (ii) Provide platform for feedback by public.
Private Sector	<ul style="list-style-type: none"> (i) Good laws. (ii) Effective oversight in the use public resources. (iii) Responsive legislature. 	<ul style="list-style-type: none"> (i) Adherence to legislation. (ii) Feedback and regular engagement on areas that require enhanced oversight.
Civil Society Organizations and Non State Actors	<ul style="list-style-type: none"> (i) Involvement in the legislative process. (ii) Continuous engagement for effective governance. 	<ul style="list-style-type: none"> (i) Interrogate laws and decisions by Parliament. (ii) Provide objective contributions.
Development Partners	<ul style="list-style-type: none"> (i) Partnership and Collaboration. 	<ul style="list-style-type: none"> (i) Positive engagement and criticism.
Parliaments of the World and Global Partners	<ul style="list-style-type: none"> (i) Active participation and involvement during international meetings. (ii) Implementation of resolutions and domestication of statutes. 	<ul style="list-style-type: none"> (i) Application of best practices and benchmarking. (ii) Contribution in global matters and issues. (iii) Platform for lobbying for national interest globally.

3.4.1 Other Key Global Partnerships

In addition to the foregoing stakeholders, Parliament of Kenya operates in a global and regional parliamentary jurisprudence and as such it affiliates with the following organisations:

- (i) **The African Union (AU)** – the AU is a continental union consisting of 55 countries of the African continent and a predecessor to the Organisation of African Union (OAU). The organization exists to among other objectives to promote democratic principles and institutions, popular participation and good governance.
- (ii) **The African Caribbean Pacific – European Union (ACP-EU)** - The ACP-EU joint Parliamentary Assembly brings together the elected representatives of the Africa, Caribbean and Pacific states that have signed the Cotonou Agreement and the EU (the Members of the European Parliament). It exists to promote human rights and democracy and the common values of humanity.
- (iii) **The Commonwealth Parliamentary Association (CPA)** – Previously known as the ‘Empire Parliamentary Association works to support good governance, democracy and human rights. Its membership comprises of national, state, provincial and territorial Parliaments and Legislatures across the Commonwealth.
- (iv) **The East African Legislative Assembly (EALA)** – Is the legislative arm of the East African Community (EAC) whose function among others is to discuss all matters pertaining to the Community and make recommendations for implementation.
- (v) **The Inter-Parliamentary Union (IPU)** – Is an international organisation of the national Parliaments of sovereign states and which works to establish democracy, peace and cooperation among people.
- (vii) **The Pan- African Parliament (PAP)** – Also known as the African Parliament is the legislative body of the African Union. It exercises oversight, and has advisory and consultative powers.
- (viii) **Forum of Parliaments for the International Conference on the Great Lakes Region (FP-ICGLR)** – A regional organization bringing together Member states from Central, Eastern and Southern Africa.

Figure 1: Commission's Linkages, Partnerships and Affiliations with Stakeholders



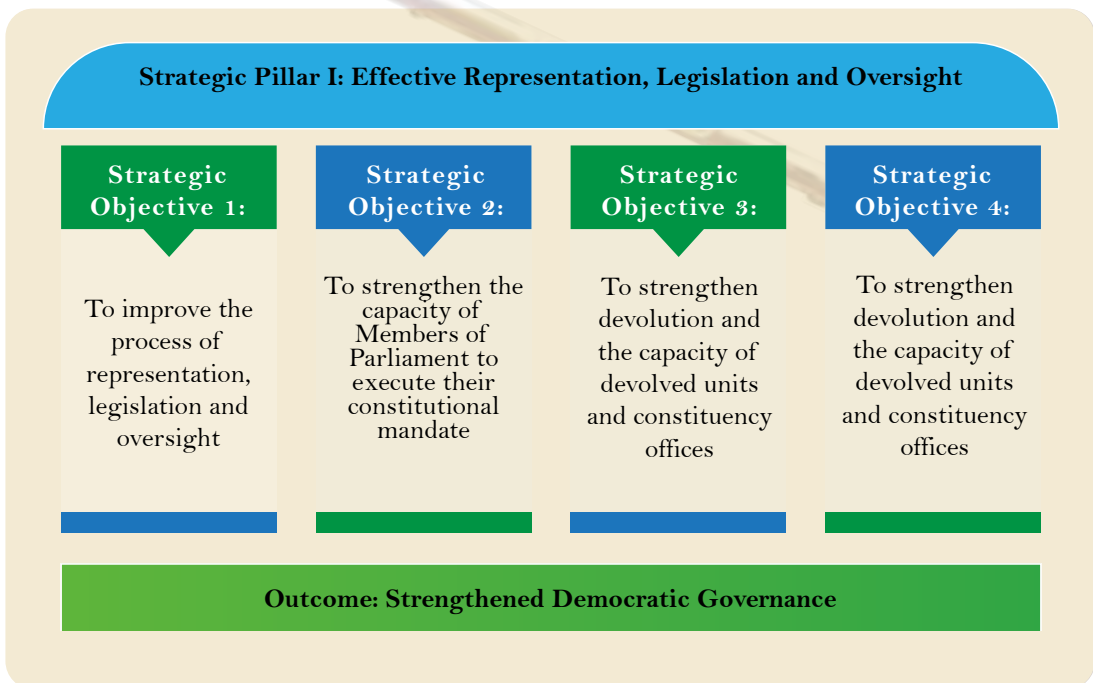
CHAPTER 4: STRATEGIC PILLARS, STRATEGIC OBJECTIVES, STRATEGIES AND ACTIVITIES

This section outlines and shows the linkages between the strategic pillars, the strategic objectives and outcomes.

4.1 Strategic Pillar I: Effective Representation, Legislation and Oversight

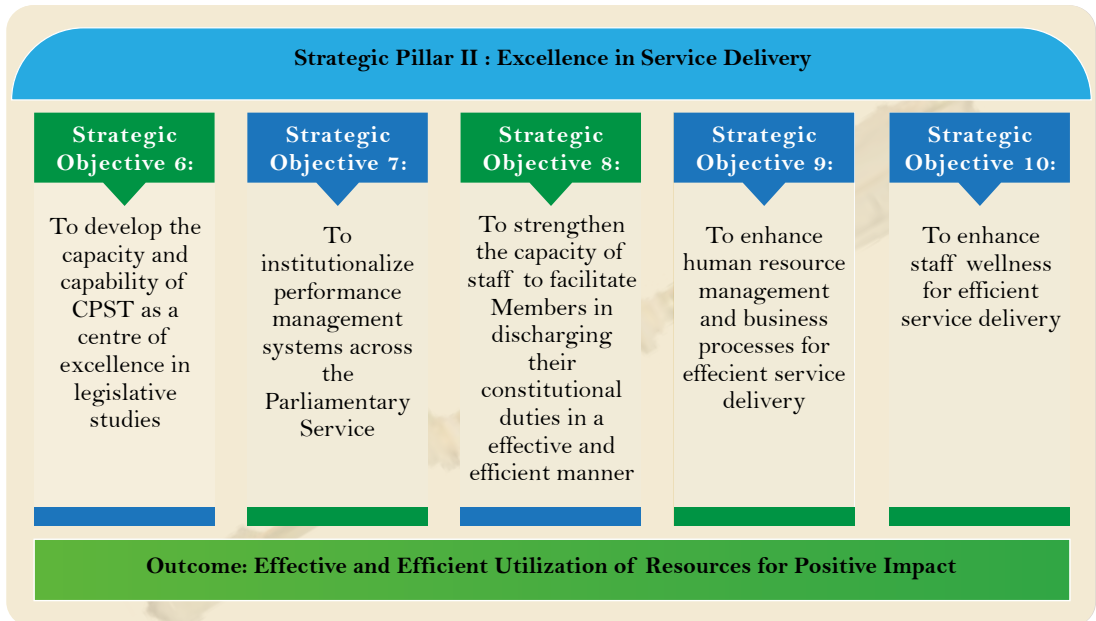
The pillar focuses on effectiveness of Members of Parliament in their constitutional mandate pursuant to Articles 94 and 95 of the Constitution. In the spirit of subsidiarity, the strategic objectives seek to strengthen Devolution, devolved units and constituency offices. Further, the objectives will focus on mainstreaming of monitoring and evaluation, strengthen knowledge and entrench evidence informed decision making in Parliament.

The following strategic objectives will contribute to the pillar:



4.2 Strategic Pillar II: Excellence in Service Delivery

This pillar on excellence in service delivery calls for the streamlining of the interactions between staff of Parliament and Members of Parliament, thereby, enhancing the value of services the staffs provide to Members. To this end, the pillar will entail, among others, enhancing the capacity of the CPST to undertake legislative trainings for both Members and staff. Also, the pillar will be supported by the institutionalising of performance management systems, enhancing of staff wellness programs in addition to enhancing the human resource management and business processes. The strategic objectives to be achieved under the pillar are:

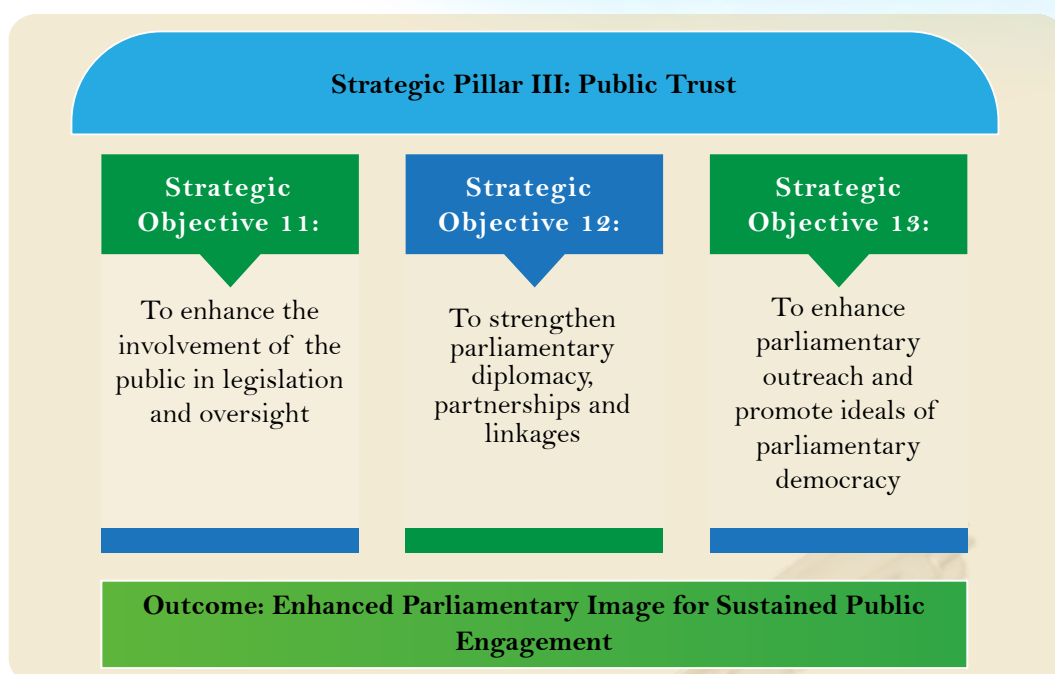




CPST Board members and Parliament staff following sensitisation training at the Centre in Karen, Nairobi: CPST is instrumental in ensuring efficient service delivery by both MPs and staff.

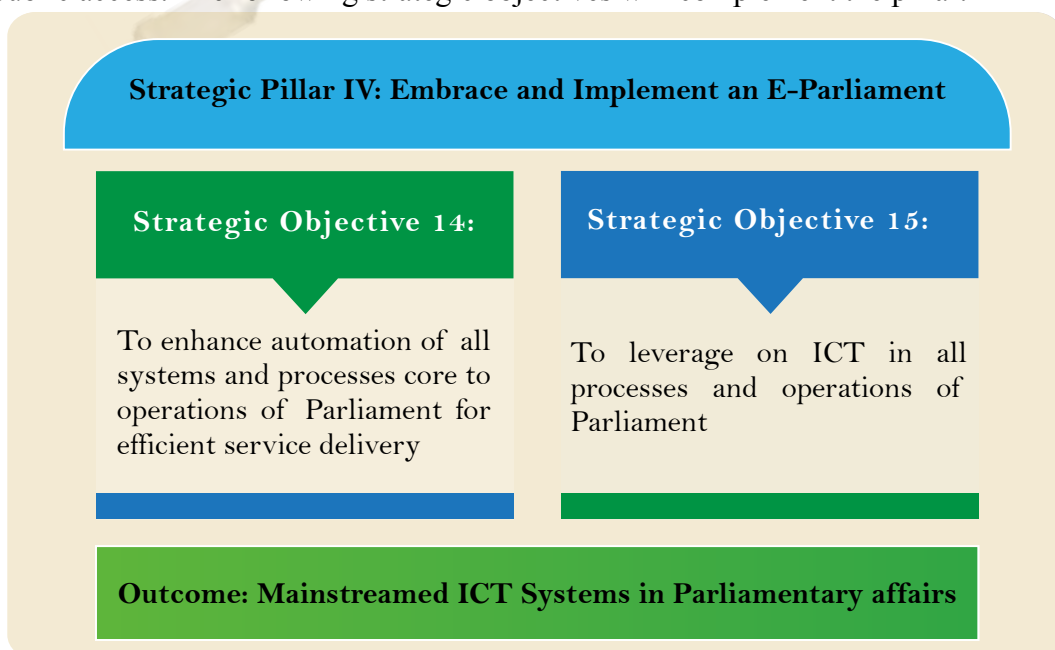
4.3 Strategic Pillar III: Public Trust

This pillar is key to the actualisation of Article 118 of the Constitution on public access and participation in parliamentary processes. To this end, the strategies will seek to engage and involve the public in legislation and oversight roles of Parliament, strengthen Parliaments diplomacy, linkages and outreach in a bid to promote democratic ideals. The strategic pillar will be supported by the following strategic objectives:



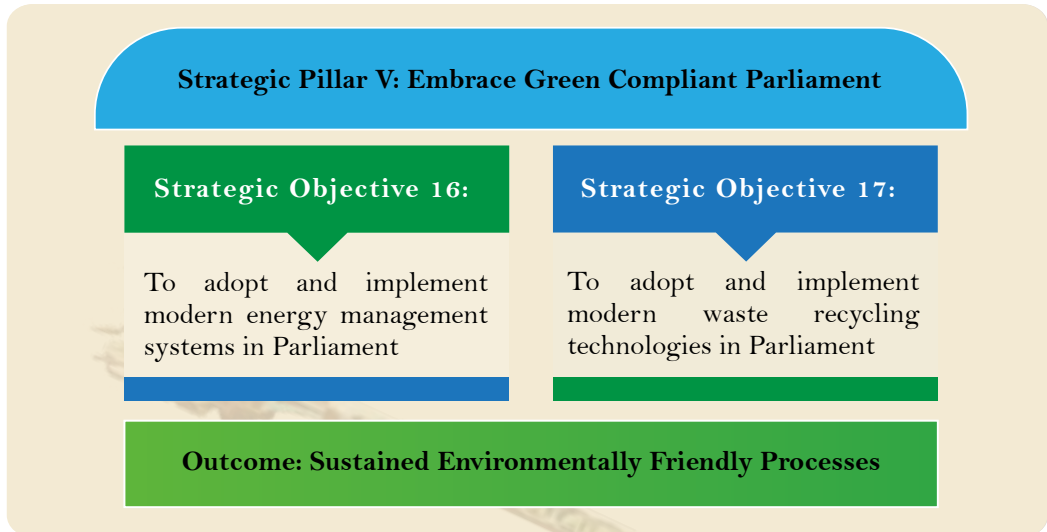
4.4 Strategic Pillar IV: Embrace and Implement an E-Parliament

This Strategic pillar facilitates Parliament of Kenya in its quest to transform in to a paperless Parliament by 2030. The objectives under the pillar, therefore, seek to enhance automation and digitisation of all systems and processes core to the operation of Parliament. This is expected to increase efficacy in service delivery and enhance public access. The following strategic objectives will complement the pillar:



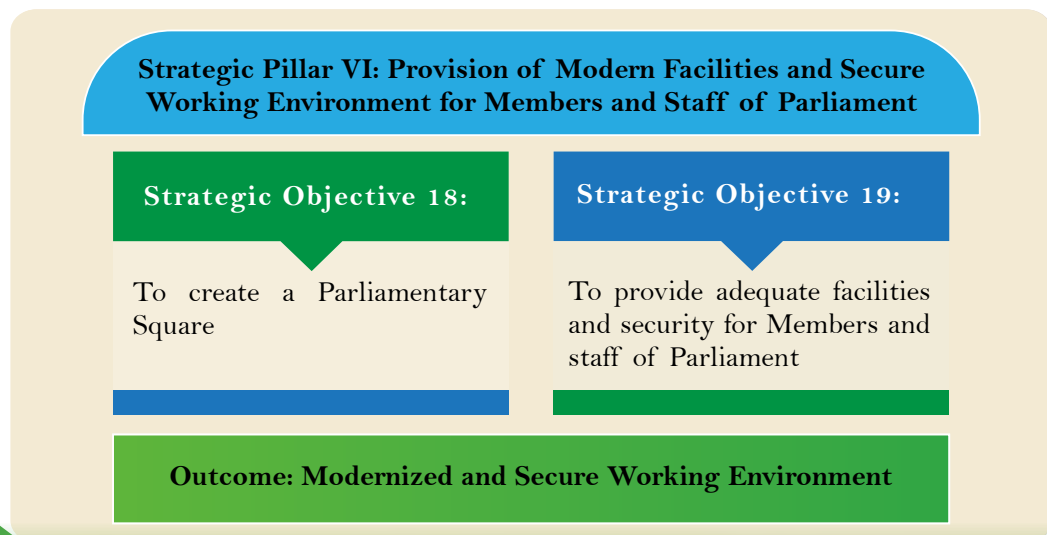
4.5 Strategic Pillar V: Embrace Green Compliant Parliament

The pillar is in response to the global push for sustainable environmentally friendly processes in the midst of finite natural resources. This pillar will be supported by among other strategies power saving and use of natural energy, rainwater harvesting, solid waste management and the proper storage and disposal of obsolete furniture. The following strategic objectives will be anchored on the pillar:-



4.6 Strategic Pillar VI: Provision of Modern Facilities and Secure Working Environment for Members and Staff of Parliament

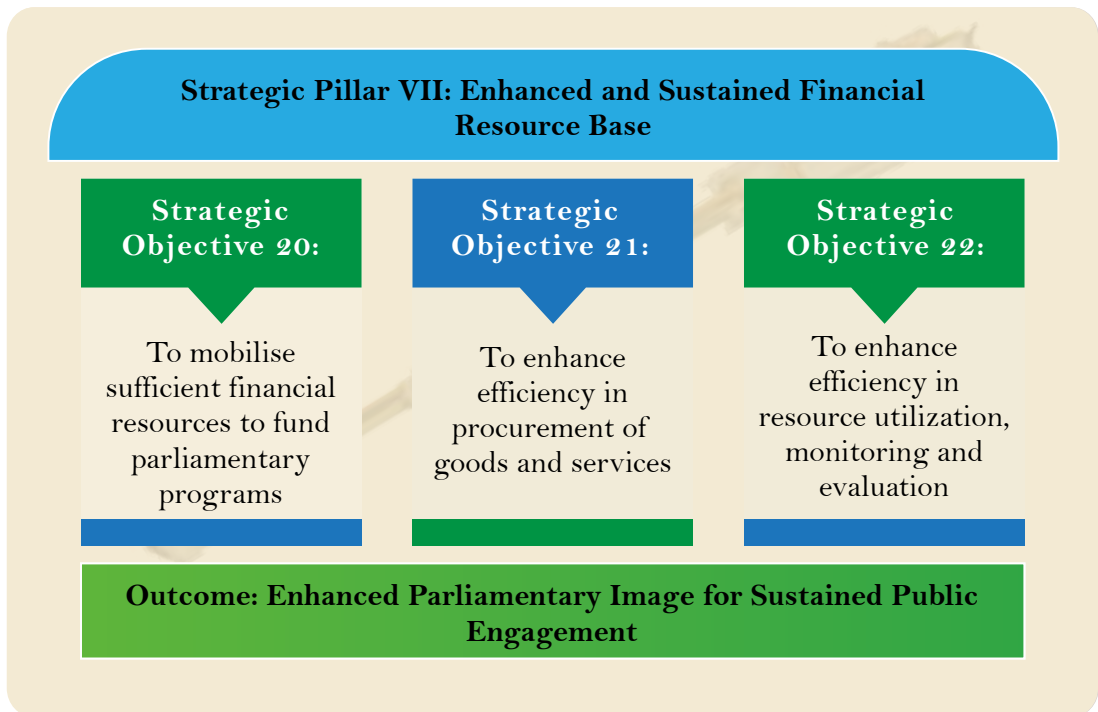
Provision of modern facilities and secure working environment for Members and Staff is the sixth pillar. The pillar sets the basis for effective service delivery through provision of facilities and a secure and safe working environment. The pillar is anchored on the following strategic objectives: -



4.7 Strategic Pillar VII: Enhanced and Sustained Financial Resource Base

This pillar on enhanced and sustained financial resource base is at the core of this plan as it will guarantee financial resources imperative for the implementation of this ten year plan. The Pillar is anchored on the premise that the public resource envelop is shrinking coupled by the ever increasing competing interests and resource demand across MDAs. To achieve the objectives under this pillar, the following strategies will be key: sustained engagement with stakeholders for resource mobilisation, strengthened efficiency and effectiveness in the procurement process and strengthening institutional capacity on resource utilization, monitoring and evaluation.

The pillar will be supported by the following strategic objectives:



CHAPTER 5: RESOURCING THE STRATEGIC PLAN, MONITORING AND EVALUATION FRAMEWORK

5.1 *Resourcing the Strategic Plan*

This Strategic Plan has been prepared with specific emphasis on Kenya's Vision 2030 development blue print with specific consideration on Big Four Agenda. Implementation of this Strategic Plan will, therefore, be in two phases. Phase one will constitute the first five years under the leadership of the PSC for the 12th Parliament. Phase two will constitute the second five years based on a comprehensive midterm review to be undertaken in year 2023. This Strategic Plan is, therefore, expected to be funded by the Government of Kenya through the exchequer as part of the Vision 2030 project as provided for in the MTP III.

This plan has further been prepared with a high level of inclination to the SDGs. It is against this background that one of the pillars has been purely dedicated to ensuring that Parliament is responsive to issues of environmental conservation. It is envisaged that Parliament will, therefore, seek support of development partners through the parliamentary diplomacy initiative to fund some aspects of this Strategic Plan.

The other aspect of funding for this Strategic Plan will be based on the value generated by heavy investment in institutional framework that is expected to support efficiency in resource utilisation. This framework will be premised on investment in institutional memory, well thought out and efficiency driven organisational structure and an enabling legal and policy framework that supports achievement of the set strategic objectives.

5.2 *Monitoring and Evaluation Framework*

Monitoring is about reviewing the progress made in the course of implementing actions or activities. Monitoring and Evaluation, therefore, in the context of this Strategic Plan is premised on identifying challenges and providing information that inform decisions, address the challenges, improve performance and, thereby, achieve planned outcomes within the timelines.

To achieve the foregoing:

- (a) The Commission will ensure the activities are implemented through:-
 - (i) Development of the overarching M&E policy and structures by the Commission;
 - (ii) Identification of activities/ key Performance Indicators (KPI) / targets to be developed by the responsible officers at the cost center level;

- (iii) Costing of the activities at the cost centre level;
- (iv) Development of annual work plans at respective cost centres (Directorates / Departments) for the implementation of the Strategic Plan;
- (v) Resourcing and reconciliation of annual work plans; and,
- (vi) Continuous reporting and evaluation;
- (b) Undertake evaluation to determine the extent to which the set targets have been achieved. Evaluation shall involve the systematic and objective process of examining the relevance, effectiveness, efficacy, impact and sustainability of strategies.
- (c) The 2019–2030 PSC Strategic Plan will be evaluated at two levels; that is: (i) a mid –term evaluation – in 2023 and (ii) end term evaluation –at the end of the Strategic Plan in 2030.
- (d) The midterm and end term evaluations shall examine the progress being made towards achieving the set targets and shall be undertaken by a technical unit or committee appointed by the Chief Executive Officer/Secretary to the Commission. The results will inform changes aimed at improving the Strategic Plan implementation process. This will be under the guidance of the Board of Senior Management.

5.3 Reporting and Feedback Mechanism

The monitoring, evaluation and reporting regarding the progress and the total effectiveness of this Strategic Plan will involve a systematic and continuous process of follow up, review and analysis based on performance indicators and targets as set out in the annual work plans.

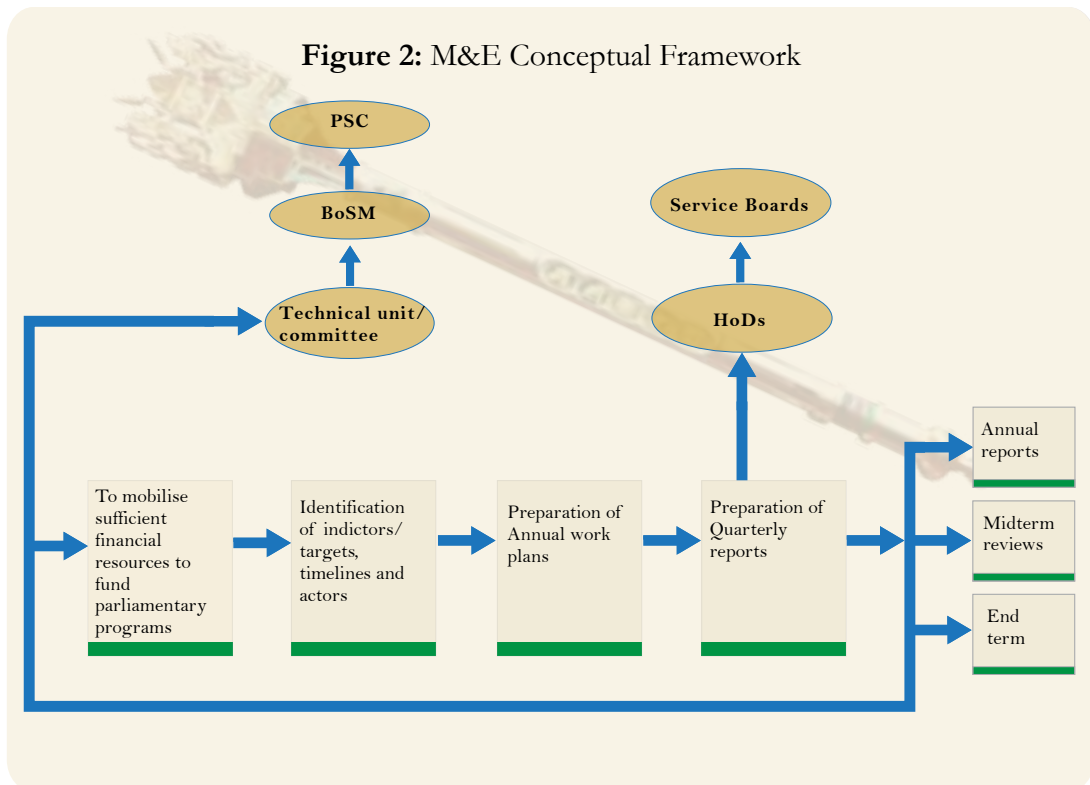
- (e) To ensure coordination in terms of reporting a common reporting tool will be used. The following monitoring framework will be adopted by the various Heads of Department (HoDs).

Table 4: Sample Monitoring Framework

Strategy	Activity	Output	Performance	Target/ Indicators	Achievements	Remarks

- (f) The three Services (National Assembly, Senate and Joint Services) (through the various Service Boards) will guide the implementation of the plant activities. The Directorates / departments/ units will be the implementing units. The technical unit/committee will be charged with monitoring the implementation of the Strategic Plan through regular interactions, reviews and assessment meetings. The results of these monitoring and evaluation meetings shall be used to improve and enhance efficacy as this will inform the Commissions future plans.
- (g) With the respective work plans, the implementing units will be expected to provide detailed progress and status reports on a quarterly basis with annual reports prepared by the appointed technical committee.

Figure 2: M&E Conceptual Framework



5.4 Risk Management

Risk management is a critical component for successful implementation of this Strategic Plan. In the context of this plan, risk is considered as the inability to achieve strategic objectives outlined in this Strategic Plan. Successful risk management will therefore, be a continuous process during the strategic plan implementation period.

Proactive risk management is expected to yield better results. The Commission will apply more proactive risk management strategies for better results. This approach has the following four critical factors:

- (i) Corporate governance
- (ii) Monitoring and evaluation framework
- (iii) Internal and external audits
- (iv) Institutional resources

Corporate Governance

Successful implementation of this Strategic Plan is the responsibility of the Parliamentary Service Commission. The Commission must, therefore, ensure adoption and implementation of better corporate governance practices in all governance structures of Parliament.

The Commission will develop and successfully implement a risk management policy, develop a risk register and ensure that management reports on the strategic risks are availed on a quarterly basis for appropriate action. This will ensure the Strategic Plan is successfully implemented.

Each cost centre will be expected to successfully implement their part of the Strategic Plan, including associated risk and report the same to the Commission. The Commission will ensure that risks associated with poor corporate governance are proactively identified and successfully managed.

Monitoring and Evaluation Framework

Monitoring and Evaluation (M&E) is a critical factor in successful risk management. The Commission will put in place an effective M&E framework. Through this framework, the Commission will ensure that the Strategic Plan meets its set targets with the set timelines. The M&E process will also identify and explain the variances and report the same to the Commission.

Internal and External Audit

The audit process is critical to the management of risks. The internal audit process shall ensure that management strictly adhere to existing policies, procedures, laws and regulations as well as compliance. Internal audit will report on progress made by management to address the risks critical to successful implementation of the Strategic Plan.

A proactive internal audit unit will also be imperative in giving the Commission an assurance that management is on course in the implementation of the plan.

Institutional Resources

Successful implementation of any Strategic Plan requires financial and human resources. A strong, competent work force as well as a strong financial base is necessary for the successful implementation of this Strategic Plan. The most critical risk factors will include poor reputation, economic crimes and lack of financial resources needed to successfully implement the Strategic Plan. A successful risk management strategy must therefore focus on these critical areas of concern. The Commission must ensure recruitment and retention of competent staff, lobby for the necessary resources needed to successfully implement the plan while ensuring efficiency and effectiveness in resource utilisation.

CHAPTER 6: IMPLEMENTATION MATRIX

The role of implementation of the 2019–2030 Strategic Plan rests on the Accounting Officers. The three services namely: the National Assembly Service, Senate Service and the Joint Services play a critical role in supporting the Accounting Officers to achieve the strategic objectives.

Strategic Pillar I: Effective Representation, Legislation and Oversight

Strategic Objective 1: To Improve the Process of Representation, Legislation and Oversight

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Strengthen the process of legislation	Develop and draft legislative proposals and subsidiary legislation	Continuous	No. of legislative proposals, No. of subsidiary legislation prepared	DLS
	Facilitate the publication of legislative proposals	Continuous	No. of bills published	DLS/ DCS
	Facilitate and conduct public participation and engagement on Bills before Houses	Continuous	Committee reports on the Bills No. of public hearings held	DLS/ DCS
	Render legal advice on legislative enactment processes	Continuous	No. legal opinions prepared	DLS

Facilitate Members to effectively play their constitutional roles	Prepare weekly and annual House calendar and Order Papers	Continuous	Calendar of sittings No. of Order Papers Published	DL&P
	Draft and process motions, questions, petitions, statements and amendments to motions and reports	Continuous	No of Motions, Petitions, Questions, and Statements prepared and/or processed	DL&P
	Process bills and vellums on bills, Sessional papers and statutory instruments and facilitate their enactment	Continuous	Bills Sessional papers Statutory instruments	DLS/ DCS/ DL&P
	Prepare votes and proceedings	Continuous	Votes and proceedings	DL&P
	Facilitate Presidential ascent of bills and exchange of communication between Houses, including resolutions for action	Continuous	Vellums of Bills Prepared Chairs Communications and Messages Prepared	DDLS/ DL&P
	Prepare Hansard reports for both Plenary and Committee proceedings	Continuous	Hansard reports and proceedings	Hansard Editor

Strengthen House rules and procedures	Review of Speakers Rules for both National Assembly and Senate	2022 and 2027	Revised Speakers Rules	DL&P
	Review of Standing Orders for both National Assembly and Senate	2022 and 2027	Revised Standing Orders and Joint Rules	DL&P/ DDLS/ DDCS
Develop guidelines to manage parliamentary processes	Develop tools for scrutinising statutory instruments and delegated legislations	2019	Scrutiny guidelines in operations	DL&P/ DDLS/ DDCS
Facilitate efficient and effective operations of the Speakers Offices	Capacity build the House Leadership	Continuous	Number of training sessions, Training reports	DL&P/ EDCPST
	Capacity build staff in Speakers' offices	Continuous	Number of training sessions, Training reports	DL&P/ EDCPST
	Administrative support	Continuous	Achievement of work plan targets	DL&P

Strategic Objective 2: To Strengthen the Capacity of Members of Parliament to Execute their Constitutional Mandate

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Strengthen the capacity of Commissioners to execute their constitutional mandate	Organise Commission inductions	2022 and 2027	Improved policy formulation by the Commission and its committees	Head, PSC Secretariat

Build capacity of Members of the Houses	Organise and facilitate orientation workshops	2022 and 2027	Improved quality of debate Workshop reports	DL&P
	Organise committee-based induction workshops.	2022 and 2027	Workshop reports	DCS/ EDCPST
	Organise short-term training programs on thematic areas	Continuous	Training reports	DCS/ EDCPST
	Undertake regular curriculum review and improvement	Continuous	Revised curriculum	EDCPST
Sensitise Members of both Houses on Standing Orders	Conduct sensitization workshops on Standing Orders	2022 and 2027	Members conversant with Standing Orders	DL&P
Entrench Parliament in the budget making process	Facilitate the review and enactment of appropriate laws	Continuous	Strengthened budget making process	DCS/ DPBO/ DLS
	Facilitate improvement of procedures on budget scrutiny in standing orders	Continuous	Strengthened budget making process	DPBO/ DL&P
	Sensitise Members on the process of scrutiny of the budget	Continuous	Strengthened budget scrutiny	DCS/ DPBO
	Update the PBOM forecasting model	2019	Updated PBOM	DPBO

Create adequate capacity on budget issues	Undertake study tours for both Honourable Members and staff	Continuous	No. of Staff and MPs trained	DPBO
	Facilitate short term trainings for both Members of Parliament and staff of PBO	Continuous	Updated skills and knowledge in budget scrutiny	DPBO/ EDCPST
	Carry out studies on thematic areas	Continuous	Thematic studies shared	DPBO
	Establish the Budget Institute/ college	2020	Operational Budget institute	DPBO
	Create a framework for access to external professional advice on budget issues	2019	Mainstreamed external professionals on budget issues	DPBO/ DDCS/ DDLS
Create adequate Capacity in bilingual public finance	Train PBO staff on bilingual public finance (Kiswahili)	2022	Public finance in Kiswahili	DPBO/ Hansard

Strategic Objective 3: To Strengthen Devolution and the Capacity of Devolved Units and Constituency Offices

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Strengthen constituency offices to support Members engagement with their Constituents.	Review the regulatory framework guiding County/ Constituency Office operations	By 2019	Reviewed PSC Consistency/ County Office regulations	DF&A and DL&C
	Develop and implement Constituency/ County Office management system	Procure the system by December 2020 and continuous implementation	New Constituency/ County Office management system developed and under implementation	DF&A and DIRS
	Development of a Human Resource Manual for Constituency/ County office staff	Dec 2020	Human Resource Manual for Constituency/ Count Office staff in place	DF&A
	Capacity building for Constituency/ County Office staff	Continuous	Number of Constituency/ Count Office staff trained	DF&A and EDCPST

Capacity building for Constituency and County Offices	Development of policy framework and enabling legislation to support M&E through Capacity building for Constituency/ County Offices	By Dec 2021	Policy framework in place, Legal framework to supporting M&E through Constituency/ County Offices	DF&A, DL&C, DLS and DL&P
	Capacity building on M&E for Constituency/ County Office staff	Continuous	Number of Staff trained	DF&A and EDCPST
	Develop and implement a system to support M&E at Constituency/ County Offices	Dec 2021 for system in place and Continuous implementation	Constituency/ County Offices M&E framework in place	DF&A and DIRS

Build capacity of County Governments to enhance service delivery	Develop curriculum and undertake curriculum reviews	Continuous	Strengthened devolution, Enhanced service delivery	DLS/EDCPST
	Organise workshops, seminar and conferences on specific county thematic issues	Continuous	Strengthened devolution Enhanced service delivery	DLS/ EDCPST/ DDCS/ DDL&P
	Organise short term courses for County governments	Continuous	Number of short courses undertaken. Number of Counties trained	DLS/EDCPST
	Develop capacity building programs for technical officers at County level	Continuous	Existing programs	DLS/ EDCPST/ DDCS/COS Senate Liaison Office
Strengthen the capacity of the Senate to undertake oversight over the County Governments	Establish an M&E framework	2019	Functional M&E Framework for Senate oversight	DCS/CRO
	Carry out Monitoring and Evaluation	2020	Survey reports	DCS/CRO
	Disseminate findings of the Evaluation	2022	M&E report Workshop	DCS/CRO
	Develop and formalise linkages with County Governments	2019	Strengthened linkages with devolved units	Senate Liaison Office
	Organise Senate sittings at County level	Continuous	Senate proceedings at the Counties	DL&P/DDCS



The Speaker of the Senate, Rt Hon Kenneth Lusaka, EGH, MP signs legal documents in the presence of House Leadership in July 2019.

Strategic Objective 4: To Mainstream Monitoring and Evaluation of Legislation and Oversight

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Mainstream Monitoring and Evaluation in parliamentary procedures in the legislature	Facilitate inclusion of Monitoring and evaluation in the Standing Orders for both National Assembly and the Senate	2019	Mainstreamed M&E in Parliamentary oversight	DL&P/ DPBO
	Develop the M&E framework	2019	Existing M&E Framework	DPBO/ CRO
	Carry out reviews and analysis on Budget	Continuous	Reviews and analysis for Members	DPBO
	Undertake pre and post legislative impact assessments	Continuous	Evaluation reports; Parliament Issue report in 2027	DLS/ CRO
	Undertake periodic evaluation on emerging policy and development issues	Continuous	Thematic reports and briefs	CRO
Policy Reviews to inform Parliament	Undertake policy review and the costs and benefits analysis of proposed or existing policy within the context of the national and any relevant policy and plans	Continuous	Cost Benefit Analysis	DPBO/ CRO
Economic and Fiscal Performance Analysis	Engage in research and reviews on thematic areas	Continuous	Thematic analysis	DPBO/ CRO

Strategic Objective 5: To Strengthen Knowledge and Evidence-Based Decision Making in the Legislature

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Strengthen evidence based decision-making in Parliament	Entrench and institutionalise specialised sectoral research capacity	2019	Functional Specialized divisions within PRS	CRO
	Provide technical support to Committees	Continuous	Increased use and application of research knowledge by House committees	CRO/ DDCS
Build institutional capacity in the progressive use of evidence-informed research and policy analysis	Support the Parliamentary Caucus PC-EIDM	Continuous	Implemented (Caucus)PC-EIDM activities PC-EIDM reports	CRO/ DDCS
	Initiate policy and legislative dialogue with MPs	Continuous	Number of policy and legislative dialogues Policy and legislative dialogue reports	CRO/ DCS
Forge and maintain strong networks with research and policy institutions, at national, regional and international levels	Establish collaborative frameworks for research	Continuous	Existing MoUs Number of institutions	DIRS/ CRO
	Organise periodic conference for researchers, regionally and at county level	2019 and 2023	Conferences held Publications	CRO/ DDCS

Strategic Pillar II: Excellence in Service Delivery

Strategic Objective 6: To Develop the Capacity and Capability of CPST as a Centre of Excellence in Legislative Studies

Strategies	Activity	Timelines	Indicators/Targets	Actors
Improve CPST image and profile	Rebrand CPST	2023	CPST corporate image enhanced	EDCPST/ COS
	Increase CPST social media presence	2023	CPST social media presence enhanced	EDCPST
	Launch and hold regular public lectures on political leadership and governance	2023	Increased information on CPST courses in Kenya and the region	EDCPST
Enhance training capability of CPST	Develop a certification framework	2019	Certification framework in place	EDCPST
	Seek accreditation for legislative courses	2019	Accredited Parliamentary Centre	EDCPST
	Strengthen linkages with other organisations for effective capacity building	Continuous	Number of MoU related courses introduced, End term reports on MoUs	EDCPST

Create and sustain an environment that promotes a culture of knowledge and innovation	Undertake capacity building in knowledge and innovation	Continuous	Increased use and application of research knowledge on key parliamentary issues	EDCPST
	Undertake impact assessment of legislative training	2021	Impact Assessment Report	EDCPST
	Review training policies within the legislature	Continuous	Report on capacity building and policy gaps	EDCPST

Strategic Objective 7: To Institutionalize Performance Management Systems across the Parliamentary Service

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Establish and operationalize a performance management system	Develop performance management framework	2019	Performance management framework developed	DAS
	Review performance appraisal tool to align to the performance framework	2019	Updated appraisal tool	DAS
	Review employee staff development policy	2019	Reviewed policies	DAS
	Establish a performance management system	2019	Performance management system in place	DAS
	Develop a reward and sanction policy	2019	Reward and sanction policy in place	DAS

Strengthen internal processes and institute quality management systems	Develop and implement quality management system	2020	ISO certification	DAS
	Review, update and finalise the HR manual	2019	Revised HR manual in place	DAS
	Sensitise staff on HR policies and procedures	Continuous	Sensitisation reports	DAS
Enhance staff performance	Develop a competency based framework	2019	Competency Based Framework established	DAS
	Sensitise staff on the competency based framework	2019	Sensitisation reports	DAS
	Review the scheme of service for all staff	Continuous	Reviewed Scheme of Service	DAS
	Recruit adequate and competent staff across Parliament	Continuous	Number of recruited staff	DAS

Strategic Objective 8: To Strengthen the Capacity of Staff to Facilitate Members in Discharging their Constitutional Duties in an Effective and Efficient Manner

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Strengthen coordination and teamwork between Commission, directorates and departments	Sensitise directorates and departments on Commission policies and resolutions	Continuous	Publications and dissemination of PSC annual reports	Head, PSC Secretariat

Capacity building of staff	Undertake a Training Needs Assessment (TNA)	Continuous	Training Needs Assessment Report	DAS
	Identify training facilities for staff	Continuous	Report on the training facilities	DAS
	Facilitate training of staff	Continuous	Training reports	DAS
	Conduct training programs for staff based on identified TNA	Continuous	Number of training, Training reports	EDCPST
	Review and implement the internship policy	2019	Reviewed policy on internship	DAS
Monitoring and Evaluation of training programme	Develop a training evaluation, Monitoring and Impact assessment framework	2019	Training Impact Assessment Framework	DAS
	Conduct training impact assessment	2019	Training Impact Assessment report	DAS/EDCPST

Strategic Objective 9: To Enhance Human Resource Management and Business Process for Efficient Service Delivery

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Mainstream Human Resource planning	Develop comprehensive skills inventory for the service	Dec 2019	Skills Inventory Database in place	DAS
	Undertake a Human Resource Audit	June 2021	Human resource audit report	DAS
Effective succession management	Develop succession management policy	2019	Succession Management Policy in place	DAS
	Implement succession Management plan	Dec 2020	Availability of experienced and capable staff	DAS
	Develop succession plan monitoring tool	Dec 2021	Monitoring tool in place	DAS
	Review retirement benefit for staff	2019	Revised Retirement Benefits	DAS

Strategic Objective 10: To Enhance Staff Wellness for Efficient Service Delivery

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Provide safe, clean and an inclusive work environment	Carry out baseline survey on compliance levels	2019	Compliance report	DAS
	Institutionalise safety measures (OSHA)	2019	Safe and clean work place	DAS
	Review and implement an Occupational Health and Safety policy for PSC	2019	Reviewed occupational Health and Safety policy Safe and clean environment	DAS
	Conduct annual work environment satisfaction surveys	Continuous	Survey reports Implemented survey recommendations	DAS
	Conduct fire safety drills	Continuous	Number of safety drills conducted	DAS
	Train staff on First Aid	Continuous	Number of staff trained	DAS
Mainstream gender, Youth and disability policies	Develop and implement gender, Youth, disability policies	2019	Gender, Youth Disability Policy formulated	DAS

Institutionalise staff wellness support programs	Develop Alcohol Drug and Substance Abuse (ADSA) policy	2019	ADSA policy in place	DAS
	Implement ADSA in Parliament	Continuous	Reduced levels of ADSA intake	DAS
	Sensitize staff on HIV/AIDs policies and lifestyle diseases	Continuous	Reduced levels of ADSA intake and lifestyle disease Number of sensitization meetings	DAS
	Establish a counselling and guidance centre	June 2020	Counseling and Guidance center in place	DAS
	Implement activities to mitigate the prevalence of HIV/AIDs and lifestyle diseases	Continuous	Reduced prevalence in HIV/AIDs and lifestyle diseases in Parliament	DAS
Streamline Members and staff health and medical schemes	Conduct annual review of medical services for Members and staff (Customers satisfaction surveys)	Continuous	TOR reports Assessment reports Compliance reports	DAS
	Develop tracking system for medical service provision	2019	Improved surveillance	DAS
	Establish a call centre for Members and staff medical assistance	2020	Medical Assistance Call Centre in place	DAS
	Organise annual sports events	Continuous	Event reports	DAS



Bunge Team in action at the EALA games in Burundi, in December 2018, sporting activities are part of wellness initiatives at Parliament.

STRATEGIC PILLAR III: PUBLIC TRUST

Strategic Objective 11: To Enhance the Involvement of the Public in Legislation and Oversight

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Develop public engagement mechanisms	Facilitate the full actualisation of the public engagement and participation mechanisms	2020	Public Engagement and Participation Law in place	DLS/ DL&P
	Develop guidelines for Parliaments engagement with public	2021	Guidelines for Parliament engagement with public in place	DLS/ CRO/ DCS
	Engage the public through social media, broadcast and print in House and Committee business	Continuous	No. of followers, No. of breakfast shows, No. of Newspaper articles	DIRS
Strengthen avenues for public access to Parliamentary information	Strengthen capacity for Parliamentary Broadcasting Unit (PBU) to support 24 hour live broadcast	2019	24 hour parliamentary live broadcast	DIRS/ Head, PBU
	Develop appropriate content for 24 hour live broadcast	Continuous	24 hour parliamentary live broadcast	DIRS/ Head, PBU
	Mainstream private sector, CSOs, institutions of higher learning engagement with Parliament	Continuous	No. of roundtable engagements; Roundtable reports; Roundtable resolutions	CoS/ CNA/ DCS/ DL&P

Strategic Objective 12: To Strengthen Parliamentary Diplomacy, Partnerships and Linkages

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Institutionalise Parliament's participation in international fora and national events	Improve the coordination of international fora	Continuous	Participation in CPA, IPU, ACP-EU, EALA, PAP	DL&P
	Improve the coordination of Parliament in national events	Continuous	Participation in Prayer breakfast	DSPO
Strengthen and sustain partnership in legislative governance	Operationalise existing MoUs	Continuous	Guidelines for collaboration established	EDCPST
	Review current partnership agreements	Continuous	Leveraged partnerships	EDCPST
	Hold annual joint partnership forums	Continuous		EDCPST
	Undertake joint programs and publications	Continuous		EDCPST
Harmonise collaboration mechanisms with Legislatures, training institutions and professional bodies	Participate in national, regional and global meetings	Continuous	Established guidelines for collaboration	EDCPST
	Initiate the process of hosting the Parliamentary Training Institute (PTI) secretariat	Continuous	Leveraged partnerships	EDCPST
	Engage with governance and knowledge networks	Continuous		EDCPST

Build capacity of Members and staff of other Parliaments in the regions and beyond	Commission a rapid learning needs assessment for Members and staff of regional Parliaments	Continuous	Improved capacity to participate in parliamentary business	EDCPST
	Develop new training programs	Continuous	Improved service delivery	EDCPST
	Conduct training programs for regional Parliaments	Continuous	Improved service delivery	

Strategic Objective 13: To Enhance Parliamentary Outreach and Promote Ideals of Parliamentary Democracy

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Enhance public relations activities both within and outside of Parliament	Publish newsletters, brochures and other parliamentary documents	Continuous	Annual newsletters Published brochures	DIRS
	Participate in national events and organise public events	Continuous	ASK shows Parliamentary public week	DIRS
	Develop an Information, Communication and Education (IEC) policy	2019	IEC policy in place	DIRS
	Develop documentaries for public education on Parliament		Public Education Documentaries	DIRS

Engage in Public Social Responsibility (PSR) activities	Establish a PSR policy	2019	Operational PSR policy	DIRS
	Participate in annual charity activities	Continuous	Annual marathons, tree planting activities	DIRS
Strengthen Outreach Programmes in Parliament	Review policy on parliamentary outreach program	2019	Reviewed policy in place	DIRS
	Enhance and Streamline school and college visit programs	2019	Improved and modernised activities during school and college visits	DIRS
	Create a parliamentary museum/history of artifacts	2024	Parliamentary museum in place	DIRS/ Head, Library
	Establish a parliamentary gallery	2022	Parliamentary gallery in place	DIRS/ Head, Library
	Create a gift/souvenir shop and a visitors resource center	2021	Gift/souvenir and resource center in place	DIRS
	Undertake annual customer survey	2022 and 2027	Annual Survey reports	DIRS

STRATEGIC PILLAR IV: EMBRACE AND IMPLEMENT AN E-PARLIAMENT

Strategic Objective 14: To Enhance Automations of all Systems and Processes Core to Operations of Parliament for Efficient Service Delivery

Strategies	Activity	Timelines	Indicators/ Targets	Actors
Establish knowledge and information management system	Automate library services	Continuous	Library management system in place	Head, Library/ CICT
	Acquire digitisation equipment	2020	Digitisation equipment in place	Head, Library/ CICT
	Develop an institutional repository for parliamentary documents	2020	E-portal in place	Head, Library/ CICT
	Acquire a knowledge management database	2020	Research products management system in place	CRO/ Head, Library/ CICT
	Re-engineer Business process in PBO	Continuous	Business Process utilised	DPBO/ CICT
To digitize parliamentary practices, operations and materials for enhanced public access	Create a functional, interactive parliamentary website	2019	Functional and interactive library	CICT
	Create a functional and interactive web pages for the various Directorates and departments	2019	Functional Directorate and Departmental Webpages	CICT

Strategic Objective 15: To Leverage on ICT in all Processes and Operations of Parliament

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Automation of systems and processes for efficient service delivery	Develop Integrated database management systems	2021	Quick retrieval of HR information from database	DAS/ CICT
	Design and implement a Records Management System	2025	Digitisation of records	DAS/ CICT
	Digitise Table offices	2025	E-system in place	DL&P/ CICT
	Establish and customised and Legislative Information Management System (LIMS)	2025	Functional Legislative Information Management System	DL&P/ CICT
	Upgrade the legislative tracking platform	2020	Legislative tracking platform in place	DL&P/ CICT
	Establish an Audio management system	2020	Automated Audio system in place	CICT
	Acquire, install, train and implement a stores management system	By end of 2020	Installed and implemented Stores Management System	DF&A/ CICT
	Procure, install and implement an enterprise resource planning and implementation system	By end of 2019 and continuous implementation	Procurement of the systems; Report on the annual review of performance of the system	DF&A/ CICT

Strategies	Activities	Time lines	Indicators/ Targets	Actors
	Upgrade the Hansard Production System	2020	Upgraded Hansard Production System	Hansard Editor/ CICT
Effective transport fleet management	Develop a transport and fleet policy	2019	Transport and fleet policy in place	DAS/ CICT
	Implement the fleet management system	2019	Guidelines for usage of PSC vehicles	DAS/ CICT
Leverage on ICT in all processes and operations of the Commission	Digitise the management of Commission papers	2020	Enhanced documents access and retrieval	Head, PSC Secretariat
Creation of an e-learning platform	Create content for e-learning	2022	Functional e-learning platform and information systems	EDCPST/ CICT
	Install e-learning infrastructure	2022	Use of ICT tools by Members and Staff	EDCPST/ CICT

STRATEGIC PILLAR V: EMBRACE GREEN COMPLIANT PARLIAMENT

Strategic Objective 16: To Adopt and Implement Modern Energy Management Systems in Parliament

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Power saving and utilisation of natural energy in Parliament buildings	Install water heaters	June 2021	10% power bills reduction	CE
	Install solar power generators for lighting	December 2021	5% power bill reduction	CE
Rain water harvesting	Implement roof water harvesting, treatment and distribution	December 2021	10% reduced water bills	CE
	Replace high water consumption sanitary fittings with low water consumption fittings	June 2020	5% reduced water bills	CE
To implement green compliant building technology	Institute power saving controls	June 2021	5% power bill reduction	CE

Strategic Objective 17: To Adopt and Implement Modern Waste Recycling Technologies in Parliament

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Solid waste management	Establish collection and separation points of solid waste	December 2022	Zero percentage sewerage blockage	CE

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Storage and disposal of absolute stores	Establish storage of obsolete furniture and equipment	June 2023	100% acquisition process	CE

STRATEGIC PILLAR VI: PROVISION OF MODERN FACILITIES AND SECURE WORKING ENVIRONMENT FOR MEMBERS AND STAFF OF PARLIAMENT

Strategic Objective 18: To Create a Parliamentary Square

To create a Parliamentary Square	Acquire buildings within the Parliamentary square	June 2022	100% completion on acquisition	CE
	Prepare master plan for Parliamentary square	December 2019	100 % completion on the plan	CE
	Provide offices for staff and resource centre	December 2020	100% provision of staff offices	CE

Strategic Objective 19: To Provide Facilities and Security for Members and Staff of Parliament

Strategies	Activities	Time Lines	Indicators/ Targets	Actors
To enhance library and learning facilities	Establish an ultra-modern Parliament library	2024	Modern library in place	Head, Library/ CE
	Develop appropriate learning infrastructure at CPST	December 2019	Existence of lecture halls, library	EDCPST/ CE

Provision of adequate physical facilities	Establish a fully equipped Parliamentary Sports Club	2024	Fully equipped and operational sports club	CE
	Modernise catering equipment	2024	Modern kitchen and catering equipment	CE
	Construct a central store for each Vote for better inventory management	2020	Central stores for each Vote	CE
To provide a secure and safe working environment	Install an integrated security management system	December 2022	100% completion	CE/ Head, Security and Safety
	Implement the Integrated Security Management System	December 2023	100% operational	CE/ Head, Security and Safety

STRATEGIC PILLAR VII: ENHANCED AND SUSTAINED FINANCIAL RESOURCE BASE

Strategic Objective 20: To Mobilise Sufficient Financial Resources to Fund Parliamentary Programs

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Sustained engagement with various stakeholders for effective resource mobilization	Develop and facilitate the implementation of stakeholder engagement framework	2019	Framework in place	DF&A
	Develop and implement resource planning and budgeting manual	Dec 2019 2	Planning and budgeting manual prepared and implemented	DF&A
	Annual public hearing on PSC budget	Biannually	Finalized Sector PSC budget	DF&A
	Internal consultations on budget	Biannually	Agreed work plan	DF&A
	Organize regular capacity building programs for AEIs holders	Semi annually	Number of Workshops, Workshop reports	DF&A
	Annual work planning session for all AEI holders	Annually	Operational work plans	DF&A/ EDCPST

Strategic Objective 21: To Enhance Efficiency in Procurement of Goods and Services

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Strengthen efficiency and effectiveness in the procurement process	Facilitate capacity building programmes relating to the procurement function	Annually	Number of training	DF&A
	Undertake Annual Procurement Planning	Annually (By May)	Annual procurement Plans	DF&A
	Undertake audit on procurement of goods and services	Annually	Number of Audit report	DF&A/ Head, Internal Audit
	Review disposal procedures	June 2019	Procedure reviewed and implemented	DF&A
	Develop and implement contract management framework for efficient service delivery	By end of 2019	Approval of the contract management framework	DF&A and DL&C
	Undertake review of compliance to reporting requirements under various laws	Annually	Report on internal review of the compliance in reporting	DF&A /DL&C

Strategic Objective 22: To Enhance Efficiency in Resource Utilization, Monitoring and Evaluation

Strategies	Activities	Time lines	Indicators/ Targets	Actors
Strengthen institutional capacity on resource utilization, monitoring and evaluation	Develop and implement a financial performance monitoring and reporting framework/ manual	By end of 2019 and continuous implementation	Approval of the framework/ reporting framework Quarterly reports on budget performance	DF&A
	Organise capacity building of staff on resource utilisation, monitoring and evaluation	Continuous	Number of capacity building programmes and workshops	DF&A/ EDCPST
	Establish and manage the asset register	Annually	Asset register produced	DF&A
	Develop and implement institutional risk management framework	Development by 2020	Risk management framework in place	DF&A & Head, Internal Audit
		Implementation Continuous	Risk register Annual report on management of top ten risks	
	Capacity building on monitoring evaluation and reporting	June 2019	Number of stakeholders trained	SPIC/ DF&A/ EDCPST

