

Center for International Development
State University of New York

**Kenya Legislative Strengthening Project
Final Technical Report
(Contract No. AEP-I-00-00-0000-00 – Task Order No. 801)**

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Annexes:

A: “An Evaluation of USAID-Kenya’s Program to Strengthen the National Assembly”, commissioned by USAID/Kenya, August 2004

1.0 Introduction and Project Goals

The State University of New York Center for International Development (SUNY/CID) is pleased to submit this Final Technical Report for the Kenya Legislative Strengthening Project, Contract No. AEP-I-00-00-0000-00, Task Order No. 801, to the Office of Democracy and Governance, USAID/Kenya Mission. From August, 2000 until February, 2005, SUNY/CID partnered with USAID/Kenya in the implementation of this important Task Order devoted to assisting with the modernization of the National Assembly of Kenya and to better connecting Parliament to Kenyan Civil Society Organizations.

SUNY/CID is a longstanding and major partner of USAID in the delivery of legislative strengthening technical assistance worldwide, having held three successive Indefinite Quantity Contracts (IQCs) in this area. SUNY/CID is currently implementing sizable legislative strengthening projects with USAID in Kenya, Tanzania, Zimbabwe, Bolivia, Morocco, Jordan, Afghanistan and Iraq. The subject Kenya project is notable in that it constituted an excellent example of a project designed to take a comprehensive approach to the modernization of the Parliament, as opposed to one limited to one or more targeted technical interventions. Thus, most broadly, SUNY/CID was to help improve the functioning of the parliament in the key areas of representation, legislating and Executive oversight. Given this broad project mandate, the SUNY/CID and USAID/Kenya experience provide fertile ground for reflecting on the possibilities inherent in the challenging area of providing assistance to legislative bodies.

It is worth noting at the outset that the Kenya Parliamentary Strengthening Project was officially evaluated by USAID/Kenya close to the end of the contract period using the services of independent consultants (one U.S. national and one Kenyan national). Per this evaluation, the project may be considered quite successful as regards overall performance. This evaluation is attached in full to this report as **Appendix A**. Having partnered with USAID in the implementation of over 20 significant legislative strengthening projects worldwide, SUNY/CID concurs with the findings of this evaluation and is proud of its performance in Kenya.

This report provides a summary overview of the project and its activities, key impacts of these activities and reflections on the ways in which project goals were achieved. We also discuss lessons learned during the implementation of this project and provide suggestions for future initiatives. The latter section is germane insofar as USAID/Kenya has contracted with SUNY/CID for a 4.5 year follow-on project to continue to assist with the modernization of the Kenya National Assembly.

Project Goals

The Kenya Parliamentary Strengthening Project Task Order contract was originally awarded for a three-year period with an optional two-year extension. During the period of performance, the contract was modified several times as regards dates of implementation and the maximum

ceiling price available for funding activities. Throughout the period of performance, however, the overall goals and objectives remained constant. Specifically, consistent with the comprehensive approach for this project, the primary goals were to increase parliament's ability to:

- Effect legal, political and institutional reforms that would positively impact on economic development and the democratization process in Kenya;
- Act as an arena for citizens' input into public policy and legislative formation, and articulate the concerns of ordinary citizens about important local and national issues; and
- Oversee and monitor the policies and actions of the executive branch of government.

USAID/Kenya expected SUNY/CID to achieve these quite-broad goals via several specific means and the adoption of certain types of activities. These are noted below. However, the USAID/Kenya Democracy and Governance Team also remained flexible and welcoming of innovative ideas for the best ways forward and suggestions for activities from SUNY/CID. This flexibility by USAID/Kenya was a highly important ingredient of the overall success of the Kenya Parliamentary Strengthening Project.

The specific means for project implementation proposed by USAID/Kenya involved the following three elements. First, SUNY/CID was to provide assistance to parliament's management, the Parliamentary Service Commission (PSC), including helping the PSC to develop and refine an institutional modernization plan. Second, we were to provide assistance to help the PSC and parliament overall to implement its institutional modernization plan, and to revise this plan over time as needed. And third, we were to conduct certain high priority activities to strengthen the representation and Executive oversight functions of parliament by better connecting the PSC as well as Parliament's Committees to Kenyan Civil Society and Private Sector Organizations.

SUNY/CID Approach to Achieving Goals

The project goals and objectives identified by USAID/Kenya were quite ambitious. Under any circumstances institutional reform can be quite difficult due to the challenges of redesigning work processes as well as the likelihood of bureaucratic foot-dragging by those opposed to the reforms. The effort to reform a legislative body, however, is a particularly challenging and difficult matter. This is because legislative strengthening cannot be viewed only as a "technical" matter -- delivering training activities, information technology, or informative seminars -- because it involves working within politicized environments in which project activities themselves may be viewed to have political implications.

Given previous experience in working with national parliaments, SUNY/CID's approach to the Kenya program was therefore founded on having respect for, consulting with, and cultivating the trust of clients in the Parliament as well as other stakeholders. More specifically, the SUNY/CID approach involved:

- Being an honest broker so that distinct groups -- parliamentary leadership, legislative staff, committee chairs, political parties and caucuses – all believed their concerns may be addressed while avoiding the program being viewed as partisan or captured by narrow interests;
- Leading from behind in the sense that SUNY/CID activities were designed to reflect the legislatures' own priorities and internal dynamics. When parliamentary leaders and staff were able to view the program as consistent with their own priorities, it became easier to suggest new directions needed to meet Task Order Objectives.; and
- Listening to and partnering with stakeholders outside of the legislature, such as government ministries and audit offices as well as with CSOs, think tanks, and private sector organizations, so as to ensure that our programs were most sensitive and relevant to the local context.

The activities organized by SUNY/CID, and their impacts, with respect to the project goals and objectives will be discussed in the next sections of this report.

2.0. Project Activities

As is common for a project with activities involving capacity-building and institutional reform, many of the activities implemented by SUNY/CID contributed towards achieving more than one project goal or objective at the same time. Keeping this proviso in mind, major SUNY/CID activities are noted later in this section and are organized per the core objectives of 1) Assisting the PSC, 2) Implementing the PSC's Modernization Plan and 3) Connecting Parliament and Society.

While listing major activities is important to understanding project impacts, it must be stressed for this Final Report that the SUNY/CID core technical personnel – particularly the two Chiefs of Party (COPs) and the two Deputy COPs – developed relationships of trust and confidence with influential and reform-minded persons in the parliament. Among others, this included senior members of the Office of the Clerk and a number of MPs in leadership positions, including the Deputy Speaker in the Ninth Parliament, the Vice-Chairman of the Parliamentary Service Committee, the Official Leader of the Opposition in the Ninth Parliament, a number of Chairmen of Department and Watchdog Committees, party whips from all major political factions and other leaders of political parties, members of the PSC and the Speakers Office.

As a result of the development of such high-level relationships of trust and confidence, SUNY/CID became an integral part of the internal National Assembly dialogues with respect to the vision and implementation of parliamentary reforms. On the one hand, by being part of these dialogues, this enabled SUNY/CID to implement many of the major activities listed below. On the other hand, by virtue of participating in dialogues, SUNY/CID also helped pave the way for reforms and activities unilaterally undertaken by the National Assembly as well as helped open the door for other donors to provide technical assistance to the Parliament.

In retrospect, being able to be part of such dialogues, while not as visible as many of the high-level project activities, proved to be just about the most significant means through which project goals could be achieved.

Assisting the PSC

When SUNY/CID began implementing the Parliamentary Strengthening Project, the Kenya National Assembly and its PSC had just recently published a 12-Year Strategic Plan referred to as the “Blueprint.” This plan was remarkable as an ambitious vision for institutional modernization, and laid out goals consistent with USAID/Kenya's comprehensive objectives for the Parliamentary Strengthening Project regarding enhancing the representative, legislative and oversight capacities of the parliament.

While a remarkable vision, the Blueprint did not present a clear implementation approach for achieving the planned reforms. Accordingly, SUNY/CID in the early period of the project

designed activities to help flesh out the means through which the Blueprint could be realized. Additionally, SUNY/CID adopted a strategy of consistently discussing and explaining the Blueprint to parliamentary staff and MPs in many of the different activities we undertook. As time went on, particularly in years 2-4 of the project, SUNY/CID increasingly worked directly with both the PSC and the Office of the Speaker (in particular, via the Deputy-Speaker who was also the Liaison Committee Chairman) to implement elements of the Blueprint and other activities consistent with the overall USAID goals of Parliamentary Strengthening.

Specific activities conducted by SUNY/CID to directly assist the PSC included:

- National Assembly Strategic Plan Assessment (March 2001),
- Multi-Donor Consultancy on PSC Strategic Plan (April 2001),
- Safari Park PSC Workshop (July 2001),
- National Speakers Conference in South Carolina (September 2001),
- Parliamentary Strengthening Retreat for Office of Clerk (December 2002),
- Liaison Committee Management Retreats (July 2003, December 2003),
- Liaison Committee Tour to the New York State and Canadian Legislatures (August and September 2003),
- Information Technology Modernization Consultancy (March 2004),
- Pilot Project on Implementation of Private Members Bills (Jan-June 2004).

Implementing the PSC's Modernization Plan

As mentioned previously, the PSC's modernization plan, the Blueprint, provided an institutional reform vision that coincided considerably with the Parliamentary Reform Project's goals as defined by USAID/Kenya.

A number of study tours SUNY/CID organized for members of the PSC, MPs and Parliamentary staff members were particularly crucial in helping to build an understanding of and the political will to support the implementation of institutional reform with the National Assembly. This is because SUNY/CID took much care to design programs that enabled key people in the National Assembly to view first-hand the procedures and systems in operation in other legislative bodies. Such demonstration effects were instrumental, for example, to subsequently implementing the Parliamentary Internship Program and getting started on serious efforts to strengthen the Department Committees of the National Assembly. We also always ensured that senior technical officers from the SUNY Kenya field office (either the COP or DCOP) traveled with the study tour so as to contribute to building the relationships of trust and understanding previously noted to be so important to overall project performance.

A particularly significant activity SUNY/CID implemented was the first-ever Parliamentary Internship Program, which involved a national-level recruitment of top-level recent graduates from Kenyan accredited colleges and universities. This program helped build good relations between Parliament and universities, provided Parliament with a ready supply of highly talented

young professionals, introduced a number of intelligent young Kenyans to the role of Parliament and the importance of public service and, generally, was one of the most highly-regarded SUNY/CID activities during the period of project performance.

Toward the end of the project in 2004, SUNY/CID also initiated several international initiatives which were of importance to, and partially sponsored by, the Kenya Parliamentary Strengthening Project. The first of these were events associated with the strengthening of the Kenyan Public Accounts and Public Investments Committees (and similar watchdog committees from other legislatures in Eastern Africa). Most pivotal was a workshop in Mombasa in February 2004 that led to the creation of the Eastern Africa Association of Public Accounts Committees (EAAPAC).

The second international initiative SUNY/CID sponsored was a major conference in Arusha, Tanzania, in August 2004 and subsequent planning meetings focused on the creation of the East African Parliamentary Institute (EAPI) with the purpose of providing training services for Parliamentary staff members from the region.

The following list identifies the major activities SUNY/CID implemented to assist the PSC implement its modernization plan. Those activities which SUNY/CID implemented which specifically helped better connect Parliament and Kenyan society we list in the following subsection.

- ***Workshops, Conferences and Study Tours for MPs and Committees:*** Manila Conference on Legislative Oversight (December 2001); Seoul Conference on Anti-Corruption (May 2003); Eastern Africa Best Practices Workshop for Public Accounts Committees (February 2004); Eastern Africa Public Accounts Committees Association Executive meeting (April 2004);
- ***Workshops, Trainings, Study Tours and Strategic Planning Meetings to Support Parliamentary Staff:*** US Tour on Legislative Service Provision (August 2001), Workshop on Parliamentary Strengthening (August 2001), “Managing Change” Workshops for Parliamentary Service Staff Members (February, June and December 2002), Mombasa Conference for Association of Parliamentary Libraries (APLESA) (May 2003). Arusha Conference on Parliamentary Modernization in East Africa (April 2004), Parliament Aids Control Unit Work Plan Retreat (July 2004), Arusha Conference to Develop an East African Parliamentary Institute (August 2004), Entebbe Conference on Establishing the East Africa Parliamentary Institute (December, 2004);
- ***Parliamentary Internship Program:*** Pilot Parliamentary Internship Program (June – December 2002), Full Parliamentary Internship Programs (April – December 2003, April – December 2004, April – December, 2005).

Connecting Parliament and Society

Multiple SUNY/CID activities served to help better connect Parliament and Society. Among the most significant were the bi-annual workshops for parliamentary committees on the budget. These workshops were groundbreaking for the Kenya National Assembly as they represented the beginnings of tri-partite dialogue between the Executive branch, the Legislative branch and Kenyan civil society. From somewhat modest beginnings in which only mid-level officers from Treasury or other ministries were willing to participate, these workshops became major forums for bargaining over the budget and involved top-level officials and Ministers, senior representatives of Parliament as an institution and the CEOs and other leaders from the Kenyan CSO and Private Sector communities.

Major activities implemented by SUNY/CID to connect parliament and society included:

- ***Workshops for Committees, Civil Society Organizations and the Private Sector on the Budget*** (June 2001, October 2001, May 2002, September 2002, October 2003, June 2004, October 2004);
- ***Department Committee Study Tours and Strategic Planning Retreats:*** Health Committee Work plan Retreat (May 2004); Agriculture Committee Work plan Retreat (July 2004); Health Committee Tour to New York State and Washington, DC, (July 2004); Education Committee Work plan Retreat (September 2004); Watchdog Committees (PAC/PIC) Joint Consultative Workshop with the Executive (September/October 2004); Legal Affairs Committee Work Plan Retreat (February 2005);
- ***Publications on Parliament and Support for the Public Relations Department:*** Committee Resources Directory (November 2001); Children's Booklet on Parliament (April 2002); Adult Booklet on Parliament (May 2002); MPs Booklet on being an Effective Legislator (March 2003); Departmental Committee Substantive Sector Briefs (December 2003); Support for production of Parliament's magazine "Bunge" (January 2004); Desktop Publishing and Editorial Support for the Parliamentary Public Relations Department (Aug 2003 – July 2004)

3.0. Project Impacts *vis a vis* Project Goals

The project's main goals were to support the Parliament in organizing its reform effort, assist the Parliament in carrying out its plan for reform, and strengthen collaboration between Parliament and Society. Another goal was also to support the Parliamentary Service Commission's Strategic Plan for the Parliament (2000-2012), a.k.a. the "Blueprint." During the first phase of this period the project achieved several results and met its goals effectively. Some of the results are briefly outlined below.

Improved Collaboration between Parliament and Kenyan Civil Society and Private Sector Organizations

One goal of the project was to conduct activities to strengthen the representation and oversight functions of Parliament and thereby promote better collaboration between Parliament, especially the Parliamentary Service Commission and the Sectoral Committees, and key Civil Society Organizations and the Private Sector. Throughout its implementation, the project focused on building synergies with local Kenyan organizations. Some of the local institutions that SUNY/CID worked with included the Institute of Public Policy Analysis and Research, ICPAK (Institute of Certified Public Accountants of Kenya), the Centre for Governance and Development (CGD), Institute of Economic Analysis, the Nairobi Stock Exchange, the Kenya Association of Manufacturers (KAM) and Transparency International/Kenya.

A particularly noteworthy means through which SUNY/CID strengthened collaboration between Parliament and the Kenyan public was through the tri-partite model of engagement between Parliament, the Executive Branch and Kenyan civil society that was noted above and adopted for major activities, such as the bi-annual budget workshops. Not only did this model provide an important avenue for civil society and the private sector to interface with the National Assembly, it also contributed to more capacity on the part of the Parliament to take its constitutional and legal oversight responsibilities most seriously. This came about because SUNY/CID activities helped bring the skills and capacities of the CSO and private sector communities into effective partnership with reform-minded MPs working in Department and Watchdog (i.e. the Public Accounts and Public Investments) Committees.

As a testament to the influence of the Parliamentary Strengthening Project in this regard is that during the period of project performance, this tri-partite model for engagement between Executive, Legislature and Civil Society was adopted both by other Donor agencies funding activities with the National Assembly and, more significantly, by the National Assembly itself for organizing its own activities. Moreover, this model became of regional and international interest. For example, the USAID D/G Team in Ghana became interested in SUNY/CID activities and funded a parliamentary delegation to visit the National Assembly for discussions on Executive oversight and parliamentary reforms.

In all, the relationship between SUNY/CID and these organizations helped create a new avenue for Parliament's interaction with the important actors outside of itself thus accessing important knowledge and expertise towards its work. Many of these institutions resourced Parliament's activities with SUNY/CID and thus helped initiate a new way for Parliament to enhance its capacity to improve legislation.

Strengthened Committee System in Parliament.

A functional committee system is the lifeblood of an effective legislative body. Without the division of labor made possible for MPs through committees, it is simply not possible for MPs to carry out their constitutional and legal mandates to perform representative, legislative and oversight duties. SUNY/CID focused throughout the period of project performance on strengthening the committee system in the National Assembly. And, over the course of the project, increasingly was able to conduct activities that mattered.

A pivotal moment came during 2003 when SUNY/CID sponsored a major Study Tour for the Liaison Committee (the committee which brings together and organizes the Chairmen of the Department and Watchdog Committees) to the New York State and Canadian Legislatures. On the basis of the lessons learned and the relationships developed during this tour, SUNY/CID was subsequently able to launch an overall Committee Strengthening Program in partnership with the National Assembly via the sponsorship of the Deputy Speaker who was also the Chairman of the Liaison Committee. This overall program involved Management Workshops for the Liaison Committee itself and subsequently a series of Strategic Planning Workshops for Department and (ultimately) Watchdog Committees. The Strategic Planning Workshops for committees in turn opened the door for SUNY/CID to sponsor or facilitate multiple follow-on activities – either focused on legislative issues or Executive oversight -- for committees that were of significant interest to Kenyan CSOs and the private sector, USAID/Kenya Sector Teams and other donor organizations

As such overall committee strengthening was being conducted, SUNY/CID further managed through its relationship with Education for Development and Democracy Initiative (EDDI) to help Parliament to acquire some computers and printers from USAID. This boosted Parliament's functional capacity. In addition, through publications such as Committee resource briefs and other reference materials, the Parliamentary Strengthening Project enhanced the availability of institutional reference material for the Committees, thereby helping improve their institutional capacity to execute their mandate.

Enhanced Parliament – Public Relations

As a result of SUNY/CID initiatives, the National Assembly developed new procedures to meet growing public expectations for transparency and for projecting an accurate external image. SUNY supported a diversity of initiatives to enhance Parliament – Public Relations. Such initiatives included support for the Public Relations Office to develop a Parliamentary

Newsletter and publications to educate the public on Parliament, its history and functions. Particularly well received were the several booklets on Parliament's functioning and history, including one targeting schoolchildren that was distributed nationwide by Parliament's own Public Relations Officer. Further, SUNY/CID directly supported the integration of information technology into the operations of Parliament, both through directly sponsoring an initial assessment of needs and further by using our good offices to support the efforts of other donors to provide ICT assistance.

More Effective Coordination of Donor Support to Parliament

Another impact of the SUNY/CID program related to assisting the broader donor community to learn how to better assist the National Assembly. On the one hand, SUNY/CID served as an informal secretariat for the donor coordination group for parliament, which was Chaired by the British High Commission. On the other hand, and more significantly, SUNY/CID was the first donor-sponsored agent in Kenya to develop the relationships of trust and understanding noted previously with high-level officers and MPs in Parliament. It was only on the basis of such relationships that SUNY/CID's own activities could be implemented in timely and predictable manners. Furthermore, these enabled SUNY/CID to help other donors understand the unique challenges of providing technical assistance to the National Assembly. SUNY/CID sometimes directly partnered with other donors and opened the door for donors on diverse occasions by sharing the good will our project enjoyed with key gatekeepers in Parliament.

4.0. Lessons Learned

The Parliamentary Strengthening Project's four year experience with the Kenya Parliament provided several lessons both for the contractor as well as for the USAID/Kenya Mission. Key lessons are summarized below.

The Need for a Strong Committee System in the Kenya Parliament

SUNY through its work with Departmental and Watchdog Committees in the Kenya Parliament learned that the committee system can be a most important pillar both in terms of strengthening the Parliament itself and also in terms of better connecting Parliament and Kenyan Civil Society. The majority of parliamentary business is transacted through the Committee system, and as the National Assembly becomes more serious about scrutinizing the budget, reviewing and amending legislation and integrating into its day-to-day operations the voices of CSOs and the private sector, the need for an effective Committee system grows exponentially. SUNY/CID's support to committees in the last four years focused on equipping them to meet the challenges of oversight, legislation and representation and this assistance began building a foundation for the National Assembly as an institution that can be sustained over time.

The Kenya Parliament's Readiness for Reform

SUNYCID learned that the Kenya Parliament is ready for reform. With the establishment of the Parliamentary Service Commission, the Kenya Parliament began the long journey towards independence and full institutional development. The Parliamentary Service Commission's budget on training and development of the various institutions that support Parliament is evidence of the Kenya Parliament's readiness to implement reform and modernization of the institution. Moreover, sub-groups within the National Assembly of reform-minded MPs as well as key (and always discrete) senior officers in the Parliamentary Secretariat now understand how an effective Parliament is a crucial component of a system of good governance and so may also be counted as allies in the effort to reform the National Assembly.

The Existence of a Vibrant Parliament-focused Civil Society

There now exists in a Kenya a vibrant Parliament-focused civil society and private sector community that has been providing policy analysis support and supplementing the legislative work of the Kenya Parliament. The Kenya Parliament is grossly under capacitated in the area of research and competent support towards its legislative work. The CSOs come in handy to help where Parliament is shorthanded. There however needs to be better mechanisms for coordinating the support CSOs are ready to provide to Parliament.

Parliament is as Strong as its Support Staff

SUNY/CID learned throughout the project that the Kenya Parliament will remain as strong as its support staff. The Kenya Parliament does not currently have a sufficiently trained and dedicated cadre of manpower to support its legislative and oversight roles. In critical areas like research and legal drafting, the Kenya Parliament is very weak. In the future, more support should be targeted at building a strong cadre of support staff for Parliament.

Dialogue between the Executive and Legislative Arms of Government

SUNY/CID learned in the last four years that it is necessary for there to be constant policy-based dialogue between the Executive and Legislative arms of government. The meetings and workshops that SUNY/CID facilitated on the budget and many other committee activities often led to broader dialogue and quick consensus on legislative business in the Parliament. To enhance consensus in the legislative process and to reduce the gap between policy and politics, it will be increasingly important for these two arms of government to constantly engage in dialogue.

ICT and the Need for Strong Parliament- Citizenry Relationship

In the modern world of technological development, Parliaments need to be at the cutting edge of technology. This facilitates faster and efficient sharing of information between parliamentary institutions. The Kenya Parliament is slow in conducting its business because of the dismal state of technological development. Parliament's relationship with the public for whom it works is also needs improvement. SUNY's efforts to help Parliament communicate effectively with the public through, for instance, the magazine *Bunge* showed that the public was thirsty for general information on Parliament and specific information on developments in the Kenya Parliament.

5.0. Recommendations for Future Initiatives

Emergent from the experience of implementing the Parliamentary Strengthening project, SUNY/CID would recommend the ideas below for future initiatives.

Development of the Committee system

SUNY/CID would suggest that work towards developing committee system should go on, especially to continue with the development of committee work plans. Departmental Committees in parliament have such expansive mandates and therefore need to plan and prioritize their work. For example, a committee manual could be developed to enhance the committee members' knowledge and capacity to address themselves to their mandates. As part of this effort, committees can continue to develop the ability to engage with the Kenyan civil society and private sector.

Supporting Staff Training

Parliamentary support staff members, especially those who work with committees, need to be trained even on basic skills like research and report writing so as to prepare them to offer competent support to the Committees. More broadly, the hiring and training of a larger and diverse cadre of professionals remains an important need for the National Assembly.

Coordination of Parliament-focused CSOs

Ultimately, when SUNY/CID and other donors working with Parliament leave there will nonetheless remain local institutions working with Parliament. The CSOs working with Parliament need to be better coordinated so they can gradually develop strong and respectable relations with Parliament and thereby form the critical sounding board required for parliament's legislative and oversight work.

Enhancing Dialogue between Executive and Parliament

Mechanisms need to be put in place to encourage and enhance dialogue between Parliament and the Executive arm of government as one way of enhancing the pace of legislation in the House. As well, effective oversight is often conducted not only by formal and sometimes contentious mechanisms but also through dialogue in which poorly conceived policies or draft legislation may be corrected prior to the need for engaging the formal mechanisms.

Revising House Rules

The Kenya Parliament's House Rules need to be revised to make the transaction of Parliamentary business smoother and faster. The revision should also provide an opportunity for

the reorganization of the Departmental Committees some of which have very expansive mandates.

Speeding up Adoption of ICT

The Kenya Parliament badly needs to move faster to modernize its ICT systems. Without serious and focused ICT development in the Parliament, many of its activities will remain slow and behind the developments in the world around the institution. Committee staff members need to be empowered to electronically process information and committee activities in addition to accessing and researching information from other libraries outside Kenya.

Better Parliament-Citizenry Relations

The Kenya Parliament is widely perceived negatively by the majority of the Kenya population. This is unfortunate because it affects the legitimacy of Parliament's work and hurts the credibility of its execution of its own constitutional functions. There is need to enhance the Public Relations Department of the Kenya Parliament and strengthen it to cope with the challenges of an expanded democratic space, freedom of expression and the hunger for information from the electorate.

Sustainability of the Internship Programme

The Kenya Parliamentary Internship Programme supported by SUNY has proved to be a source of invaluable support to the functions of research and support staff in the Kenya Parliament. The Kenya Parliament should find the means to sustain this program over the long term and without SUNY/CID or USAID/Kenya support.

In conclusion, it was a privilege for SUNY/CID to partner with the USAID/Kenya Mission, particularly the Democracy and Governance Team, to implement the Parliamentary Strengthening Project. The project itself, its goals and objectives, were well-defined and thought through by the Mission and certainly were appropriate for an important moment in Kenya's history and its democratic development. Moreover, the Technical and Contract Officers for USAID with whom SUNY/CID interacted were knowledgeable and professionally-supported our efforts. As an institutional contractor of long-standing with USAID in the area of legislative strengthening, it is possible and proper for SUNY/CID to point out how important these two elements – a well-defined project and a supportive USAID/Kenya Mission – were to the overall success of the Parliamentary Strengthening Project.