# EFFECTIVENESS OF PARLIAMENTARY COMMITTEES AT THE KENYA NATIONAL ASSEMBLY

BY: SAMUEL J. NJOROGE

(D61/9011/2005)

A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENTS OF THE DEGREE OF MASTERS IN BUSINESS ADMINISTRATION SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI

AUGUST 2010

**DFXLARATION PACE**

This management project is the result of my independent study and has not been submitted for a degree in any other university

Signed                                              Date

Samuel J. Njoroge

D61/9011/2005

This management report has been submitted for examination with my approval as the university supervisor

Signed                                              Date

Jeremiah Kagwe

Department of Business Administration

School of Business

University of Nairobi

feituM

# DEDICATION

This project is dedicated to my daughter, Melissa.

# ACKNOWLEDGEMENT

I acknowledge my supervisor and the members and staff of the Kenya National Assembly (KNA) for their support during the study.

**TABLE OF CONTENTS**

i

# ABBREVIATIONS AND ACRONYMS

CPA       -       Commonwealth Parliamentary Association

EPAs      -       Economic Partnership Agreements

KNA       -       Kenya National Assembly

GoK       -       Government of Kenya

1PU       -       Inter-Parliamentary Union

MDG       -       Millennium Development Goals

MOU       -       Memorandum of Understanding

MP        -       Member of Parliament

MS-Excel  -       Microsoft Excel

PAC       -       Public Accounts Committee

PIC       -       Public Investments Committee

PSC       -       Parliamentary Service Commission

r   Mi'

# LIST OF FIGURES AND TABLES

# ABSTRACT

There is limited literature on the subject of measuring effectiveness of legislative bodies and/or their committees. Further, there are numerous general statements on the importance of the work done by the committees of the Parliament, but no one has yet embarked on the more demanding task of making the careful and detailed assessment necessary to determine their true value. Perhaps this can be explained partially by the difficulty of determining exactly how committee effectiveness is to be defined and measured. The Liaison Committee of the House of Commons recently recognized this problem when it for the first time assessed the effectiveness of Commons committees. The Liaison Committee had first to establish the criteria on which such an evaluation could be made. In broad terms, it determined that the measure of a committee's effectiveness is the extent of its influence on the actions or behaviour of the government. This being said, the task of assessing committee effectiveness is still not simple, as the Liaison Committee itself admitted. The committee provided no empirical evidence to back its conclusions and admitted in its reports that standards of effectiveness varied according to the observer (Kuntz, 2002). This paper investigated the effectiveness of parliamentary committees at the Kenya National Assembly (KNA).

The paper consequently aims to address the following research question: "How effective are parliamentary committees at the Kenyan National Assembly?" A case study was undertaken focusing on twelve (12) parliamentary committees namely: the Public Accounts Committee (PAC) and Public Investment Committee (PIC); Departmental Committee on Health; Departmental Committee on Administration and National Security; Departmental Committee on Justice and Legal Affairs; Departmental Committee on Finance; Select Committee on Constituency Development Fund; Procedure and House Rules Committee; Budget Committee; Local Authorities and Funds Accounts Committee; Departmental Committee on Defence and Foreign Relations; and. the Departmental Committee on Agriculture, Livestock and Co-operatives.

The study utilized interviews to collect primary data from twenty four (24) committee members, that is, the chair person and one (1) other committee member from each of the mentioned parliamentary committee. However, only eighteen (18) of the respondents were interviewed. The data was then analyzed using content analysis and the information was then systematically presented using the Collegiate Project Services (2006) eight factor scores.

The Research findings illustrated that all the committees' generally scored well on the environment factors (Leadership Support and Structure). However, with regard to the process factors (Focus, Communication, Leadership Sharing, and Group Processes) and outcome factors (Results and Morale) the committees' did not score that well. This indicates that KNA has generally provided a conducive environment for the committees but, the process factors, mainly communication and leadership sharing, have led to low morale/ownership and poor results among most committees. Therefore, the overall effectiveness of parliamentary committees at the KNA could be enhanced by addressing the committees' process factors leading to better results.

Consequently, the researcher concluded that most parliamentary committees in the KNA are well structured and receive relatively good leadership support from the PSC staff. It can be further concluded that the committee processes and focus is equally good, however, poor leadership sharing, communication and morale/ownership has compromised the effectiveness of the parliamentary committees leading to poor results among most of the committees. The researcher then strongly recommended that KNA strengthens its oversight role in government by ensuring that the findings and recommendations of parliamentary committees are implemented and availed to all stakeholders, especially the public at large. This would ensure that the effectiveness of the committees is not compromised as well as enhance the contribution of parliamentary committees within the KNA, government and country (public).

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the study

### 1.1.1 Effectiveness

The Oxford dictionary defines effectiveness as producing the intended results. It is also described as the ability or efficacy of a process to yield successful results or the capability to achieve the intended goals. It is also the power of a process to produce intended effects. The use of the word effectiveness may differ from discipline to the other. For example, in medicine, effectiveness relates to how well a treatment works in practice. In heat transfer, effectiveness is a measure of the performance of a heat exchanger. In management, effectiveness relates to getting the right things done. The word effective is sometimes used in a quantitative manner, that is. being very or not much effective (Oxford University Press, 2008).

Drucker (2006) reminds us that effectiveness is an important discipline which "can be learned and must be earned". To this end and for the purposes of this study, two aspects of effectiveness are important-that is, "intended" and "results". If a process or a programme does not achieve the intended results, then that process or programmee cannot be said to be effective. Different theoretical perspectives can account for the diversity in usage of effectiveness measurements. Rational perspectives emphasize goal attainment and focus on output variables such as quality, productivity, and efficiency. Natural system perspectives focus on the support goals of the organization such as participant satisfaction, morale, interpersonal skills, etc. Open system perspectives focus on the exchanges with the environment — this includes information processing, profitability, flexibility, adaptability. Effectiveness criteria also vary with time, and often subgroups have different effectiveness criteria. Also often there are different evaluation criteria applied by those who assign tasks and those who evaluate performance (Scott, 2003). Often effectiveness criteria involve self-interest, are stated as universalistic and objective, and cause conflict and disagreement among subgroups (Scott, 2003).

### 1.1.2 Committees

A committee is a small deliberative assembly that is usually intended to remain subordinate to another, larger deliberative assembly, established for a specific purpose, and at times, for a specific period. According to Oxford dictionary, a committee is a group of people, who are chosen, usually by a larger group, to make decisions, or deal with a particular subject. A committee is also described as a group of persons convened for the accomplishment of some specific purpose, typically with formal protocols. It is also said to be a subunit of a political or deliberative body established in a permanent or temporary fashion to aid the parent assembly in accomplishing its duties. A sub-committee on the other hand is a committee that is a subset of a larger committee. Common attributes of committees include: presence of a leader or chairperson; formal protocols such as. agenda, recorded proceedings and regular meetings (Oxford University Press. 2008).

Committees often serve several different functions, such as, governance. In organizations considered too large for all the members to participate in decisions affecting the organization as a whole, a committee, such as a board of directors or Executive Committee is accorded the power to make decisions, spend money, or take actions. Some or all such powers may be limited or effectively unlimited. Another function of committees is coordination. Individuals from different parts of an organization might meet regularly to discuss developments in their areas, review projects that cut across organizational boundaries, talk about future options, etc. Where there is a large committee, it is common to have smaller committees with more specialized functions - for example, Boards of Directors of large corporations typically have an audit committee, finance committee, compensation committee, etc. In addition, committees also conduct research and make recommendations. Committees may often be formed to do research and make recommendations on a potential or planned project or change. For example, an organization considering a major capital investment might create a temporary working committee of several people to review options and make recommendations to upper management or the Board of Directors. Such committees are typically dissolved after issuing recommendations, often in the form of a final report. A committee may also be

used in Project management. While it is generally considered poor management to give operational responsibility to a committee to actually manage a project, this is not unknown. The problem is that no single person can be held accountable for poor performance of the committee, particularly if the chairperson of the committee is seen as a facilitator.

Committees may generally be classified into three groups: Executive committees. This is a committee which has well defined executive powers usually spelled out in the charter or by-laws and which meets frequently to manage the affairs and further the purposes of a organization or entity. These are commonly empanelled as well when an organization has a large board of directors. Most board of directors are established by a charter and by-laws of the entity and elected or employed by the overall franchised membership. Standing committees are established by an official and binding vote providing for its scope and powers. Most parliamentary legislative committees are standing committees, also called select committees. Standing committees meet on a regular or irregular basis dependent upon their enabling act or resolution, and retain any power or oversight claims originally given to them by the establishing authority. Working committees are committee established to accomplish a particular task or to oversee an ongoing area in need of control or oversight. Many are research or co-ordination committees in type or purpose, and can be temporary. Some are ad hoc such as a sub-group of a larger society with a particular area of interest which decides to meet and discuss matters pertaining to their interests. The term when used officially, generally means a group with specific duties and related authority, so when encountered in official contexts subsumes all other official types of committees. The researcher will focus on the last two types of committees, mostly found in legislatures.

### 1.1.3 Parliamentary Committees

In legislative context, committees may be categorized into several groups, depending on the criteria for the categorization. This criteria is two-fold; either in terms of the lifespan of a committee or in terms of the functions of committees. When categorized according

to their lifespan, parliamentary committees can be divided into three categories; that. is. Standing committees. Sessional committees, and Ad-hoc committees. While Standing committees last for the entire parliamentary term, say five years in case of Kenya. Sessional committees last for the period of a session. Invariably, a session in parliamentary parlance corresponds with a calendar year and its end is signified by prorogation. Ad-hoc committees on the other hand are established by a resolution of the House and last for the period specified in the resolution, mostly not more that a session. When categorized in accordance with their functions, parliamentary committees can either be Oversight, Departmental, or House-keeping. Oversight committees mostly examine government's expenditure while departmental committees deal with policy matters affecting departments or ministries of government. The Public Accounts and Public Investments Committees are examples of oversight committees of the Kenya National Assembly, mostly referred to as watchdog committees. The Departmental Committee on Health which examines matters of policy of the government ministries and departments in the health sector in Kenya, is an example of a departmental committee. House Keeping Committees, like the House Business Committee, the Speaker's Committee and the Library Committee are established to deal with matters of administration or business of the House. Another example here is the Procedure and House Rules Committee which deals with procedural issues of the House, including the rules of procedure (Gichohi, 2006).

Some schools of thought have discussed the merits and demerits of committees. On merits side, committees are a necessary aspect of organizations of any significant size. They keep the number of participants manageable; with larger groups, either many people do not get to speak or discussions are quite lengthy and many participants find them duplicative and often boring. Committees are a way to formally draw together people of relevant expertise from different parts of an organization that otherwise would not have a good way to share information and coordinate actions. They may have the advantage of widening viewpoints and sharing out responsibilities. They can also be empanelled with experts to recommend actions by the appointing authority in matters that require specialized knowledge or technical judgment (Wang, 2005).

On the other hand, their disadvantages appear in the possibilities for procrastination, undesirable compromises in order to build consensus, and groupthink, where valid objections or dis-confirming evidence is either not voiced or is ignored. Moreover, the need to schedule a meeting, get enough committee members together to have a quorum, and debate until a majority agrees on a course of action, can result in undesirable delays in taking action. A common joke, in organizations, is that when someone doesn't want to make an unpopular decision, he/she creates a committee to study the question (Wang, 2005).

In this study, the researcher intended to study the whether committees achieve the intended results of facilitating parliament to fulfill its roles. When assessing the effectiveness of any committee, Collegiate Project Services (2006) scores a committee on the following eight factors.

Outcome factors: (1) Results - the committee has achieved successes and has shown progress toward its measurable goals. (2) Commitment/Morale - all (or most) committee members are committed to the committee goals;

Process Factors: (3) Focus - the committee has a clear charter (written), unambiguous boundaries and measures, alignment with the sponsor and the executive committee, hard measures, processes for aligning interim objectives with final objectives, short-term and long term objectives, and role clarity as expressed in role tables. (4) Communication - the committee has good internal communication (ground rules, open communication, trust) and good external communication (e.g., the committee develops and implements a communication plan to various stakeholders). (5) Leadership Sharing - all members pitch in and do their fair share. (6) Group Processes - the committee uses formal processes for meetings, group decision making, group problem solving, and conflict reduction;

Environment Factors: (7) Structure - the committee is adequately structured to accomplish its goals. That is, the right people are on the committee in order to make

decisions, the right person is the sponsor of the committee, and the right number of people are on the committee (i.e.. committee size is not too large) (8) Support - the committee receives the support it needs to be successful. This includes a budget, discretion to act on its own (within boundaries), release from other duties, a supportive management sponsor, appropriate extrinsic and intrinsic rewards, a meeting space, access to needed resources, psychological encouragement, an assigned facilitator (as needed). In addition, the committee is seen as critical by the larger organization.


### 1.1.4 Effectiveness of Parliamentary Committees

According to the Wang (2005) parliamentary effectiveness is the output of parliaments in terms of achieving their main responsibilities of law-making, oversight and representation. Individual members of parliament, committees, parties and the House all have a role to play in facilitating parliaments to perform. It further defines parliamentary capacity as the formal rules, structures and resources that give parliaments the potential to exert influence. Parliamentary effectiveness is the extent to which this potential is used in practice. Ogle (2004) outlines that the effectiveness of a parliamentary committee depends on a number of factors. These include: a clear mandate, clear roles and responsibilities of the committee; the size of the committee - if a committee is too large or too small it renders it ineffective; large committees become unwieldy and small numbers limit the quality of ideas needed for effective work.

Ogle (2004) cites the French National Assembly as an example of a Parliament with large committees 72 to 144 members making it comparatively ineffective among European parliamentary committees; the skills of the chairperson of the committee in managing activities and meetings of the committee. This can have a tremendous impact on committee output; Again according to Ogle (2004) the following are qualities of an effective committee leader: competence; flexibility and adaptability; firmness and decisiveness; honesty and dependability; openness; fairness; tolerance; patience; humility and stamina. The quality of support staff and resources available to the committee- When well resourced with the requisite skilled personnel, with access to relevant and

6

accurate analysis and information, and with adequate logistical support, committees can perform very well; consensus building - the multiparty nature of parliaments often translates into multiparty committees, effective consensus building techniques and a nonpartisan approach to committee work therefore becomes critical in promoting committee effectiveness.

## 1.2 Statement of the Problem

The concept of effectiveness has been of particular interest for many researchers especially those in business management studies. Various authors have highlighted some common views that exist in the management literature and in prosperous management practice related to effectiveness (e.g. Fayol, 1923/1937; Blake and Mouton, 1964; Fiedler, 1967; Mott, 1972; Bennis and Nanus, 1985; Alchian, 1986; Hogan et al$_M$ 1994; Yukl, 1998). In fact, they also highlight the critical or sceptical views effectiveness in organizations raised in the literature (e.g. Grusky, 1963; Gamson and Scotch, 1964; Lieberson and O'Connor, 1972; Eitzen and Yetman, 1972; Allen et al., 1979; House and Baetz. 1979; Brown, 1982; Thomas, 1993; Fizel and D'ltri, 1999; Jaffee, 2001; Andersen, 2000, 2002). However, the literature does not effectively in itself; fully discuss the importance of committees and their effectiveness in organizations. This is despite the common practice (both in private and public organizations) of forming and running committees that are charged with vast and different mandates. Examples of organizations that are mandated and constitute committees in their day to day activities are parliaments. According to Gichohi (2006), Parliamentary Committees are units within the legislature that facilitate groups of Parliamentarians to review policies or proposed bills more closely than would be possible by the entire House (parliament). It therefore becomes important to look into the effectiveness of such parliamentary committees as they are utilized world over in discharging the role of parliament. Organization and structure of Committees vary from legislature to legislature and their duties and significance are different depending on their history, conventions, constitutional framework, significance of political parties and party discipline.

The Kenyan parliament for instance, has several committees that are established under the provisions of the Standing Orders of the National Assembly. The Committees handle all sorts of issues including scrutiny of proposed legislation, investigations, holding government to account in every sense of the word, including review of policy matters more closely than would be possible by the entire chamber. It is also through Committees that members of the public are able to participate in the legislative and governance processes by either appearing before the Committees or sending memoranda to air their views on the government and give suggestions on how operations of Government could be improved. A strong and effective Parliamentary Committee system is therefore important in a democratic system of government, for it is the most pragmatic way Parliament can use to check the executive. However, according to a report on the workshop for Select Committees (2001), the committee system of the Kenyan Parliament is not sufficiently developed to perform its functions effectively. The System is dodged with many constraints and challenges which adversely affect its workings. As a result, the Parliamentary Committees in Kenya may not be performing their functions effectively which could lead to the failure of parliament and government as a whole in discharging their roles effectively. A lot is said to have changed since then. This is particularly so with the now new political dispensation brought about by the Coalition Government which has introduced unprecedented challenges on the functioning of the 10th August House.                              •     »

Various studies have already been carried out by distinguished academicians and even parliamentary staff on the Kenyan parliamentary committee system making various recommendations but a lot more needs to be done as these texts are lacking in various aspects which this research intends to focus on. Examples of such studies include Parliamentary Center (2001) which reported on strengthening accountability and oversight of key parliamentary committees in Kenya, Forshee (2006) who focused on developing legislative autonomy and Gichohi (2006) who focused on the functionality of KNA's parliamentary committee system. However, these previous studies have not researched on the effectiveness of Kenyan parliamentary committee system and the capacity of parliamentary committees in discharging their duties within the interest of the

Kenyan National Assembly despite the frequent use and vast mandate of such parliamentary committees. Consequently, this study aimed at filling this research gap by answering the following research question: How effective are parliamentary committees at the Kenyan National Assembly?

## 1.3 Research objective

The objective of this study was to determine how effective parliamentary committees arc at the Kenya National Assembly.

## 1.4 Significance of the study

This study was able to benefit the organization of parliamentary committees and their jurisdictions in various ways. The study explained the effectiveness of the committees in performing their lawful duties and ultimately proposing ways to reform the committees' structures and procedures, in order to streamline their operations, with a view to enhancing their roles, hence improving their effectiveness at the Kenya National Assembly.

The findings of the study also benefited the members of parliament in that they got to know the aspects within the Kenyan parliamentary committee system that directly or indirectly impacts on the effectiveness of the committees in discharging the role of parliament.

The study was also of great value to members of the public and stakeholders in industries who in most cases are affected by legislations and parliamentary proceedings. This is by informing them of their right to participate in parliamentary proceedings by contributing to the proceedings of parliamentary committees within the public domain.

Finally, learning institutions also benefited from this research as many students will be able to learn the workings of Parliament and the parliamentary committee system within the Kenya National Assembly.

**CHAPTER TWO: LITERATURE REVIEW**

## 2.1 Conccpt of effectiveness

Different theoretical perspectives can account for the diversity in usage of effectiveness measurements. Rational perspectives emphasize goal attainment and focus on output variables such as quality, productivity, and efficiency. Natural system perspectives focus on the support goals of the organization such as participant satisfaction, morale, interpersonal skills, etc. Open system perspectives focus on the exchanges with the environment -- this includes information processing, profitability, flexibility, and adaptability. Effectiveness criteria also vary with time, and often subgroups have different effectiveness criteria. Also often there are different evaluation criteria applied by those who assign tasks and those who evaluate performance (Scott, 2003). Often effectiveness criteria involve self-interest, are stated as universalistic and objective, and cause conflict and disagreement among subgroups (Scott, 2003).

In determining criteria of effectiveness, there are many ways to measure the effectiveness of an organization. Campbell (1977) lists over 30 different criteria from productivity, profits, growth, turnover, stability and cohesion (Scott, 2003). Many people emphasize the difference between market and non-market organizations (Scott, 2003). The traditional view is that in properly functioning markets, effectiveness can be readily measured in the marketplace and are directly influenced by customer satisfaction. Fligstein (1990) argues however that markets, like all structures, are socially constructed and vary over time and space, so that conceptions of efficiency or effectiveness also vary.

Public organizations often operate in non-market conditions. Often this means that there is no direct link between the services an organization provides and the income it gets for providing them (Downs, 1967). Controls over these organizations emphasize control over process than over outcome (Scott, 2003). While there have been attempts to evaluate goverment agencies, it proves very difficult, and there continues to be rising discontent with the performance and responsiveness of public agencies. Many of these services have

been "privatized" and contracted out to independent businesses. Complex organizations that require a high level of reliability are vulnerable to "normal accidents" (Perrow, 1984). inevitable failures due to the overly complicated and tight control mechanisms in some organizations.

Cyert and March (1963) use an aspiration level perspective and argue that organizational goals are a function of previous goals, experience with these previous goals, and other organization's experience with these previous goals. Thompson (1967) notes that the appropriate effectiveness criteria depends on how clear the standards and cause-effect relationships are known. There are three basic types of indicators- those based on outcomes, on processes, and on structures (Scott, 2003). Outcomes focus on materials or objects on which the organization has performed some operation (Scott, 2003). These are the most common effectiveness measurements, but can be the most difficult to define and measure and are not immune to ambiguity and measurement error. Process measures assess effort rather than effect (Scott, 2003). Some measure work quantity or quality. Though they are in some respects a more pure measurement of organizational performance, they are an assessment of conformity of a given objective that can be decoupled from output performance (and ultimately survival itself). Substituting process criteria for outcome criteria can compromise service in some situations though.

According to Scott (2003), structural indicators assess the capacity of the organization for effective performance. These often include: organizational features (equipment age or type) or participant characteristics (degree attained, liscensing, etc.). Structural indicators form the basis for accreditation reviews and licensing systems, these criteria can displace the goals of the organization sometimes. Because many of the proposed measures of effectiveness are negatively correlated, we shouldn't expect to find general explanations that will distinguish effective from ineffective organizations (Scott, 2003). Given the complexity of organizations, we shouldn't find a simple set of factors that account for effectiveness either. Much of the popular management literature indentifies simple factors that only partially explain effectiveness (and thus the prescriptions based on them are only partly effective as well). Scott notes that "we are too often in thralldom before a

general principle, applying it mindlessly to situations whose complexity swamps whatever truth might have been revealed by a more thoughtful approach. Let us not be misunderstood. We need the guidance of general principles". But we also require sufficiently detailed knowledge of the organizations and their technologies and environments to be able to select valid indicators of the variables to be assessed."

Ultimately, organizational effectiveness is not based only one path nor purely on technical, rational processes, but also a function of sociology and politics. A review of the literature on organizational effectiveness produces little consensus on the meaning of the term. For example, a review of studies of a single criterion of organizational effectiveness has unveiled 19 different variables that have been used (Katz and Kahn, 1978). Similarly, a survey of 17 studies that used multiple criteria of organizational effectiveness produced little consensus and a surprising lack of overlap across various approaches (Steers and Porter, 1991). There have been three primary approaches to define organizational effectiveness: the goal approach, the resource control approach and the multiple constituency approach.

The goal approach to organizational effectiveness views an organization as successful if the goals of the dominant coalition are satisfied. Most often it is assumed that the ownership is the dominant coalition and therefore, it is their goals that should be satisfied. The second approach to defining organizational effectiveness is the resource munificence approach. Simply stated, if an organization wants to survive it needs to be able to attract the needed resources from the environment to produce its output. Inherent in this approach is the assumption that survival is the ultimate measure of effectiveness. The final approach to defining organizational effectiveness is the multiple constituency approach. In most organizational settings, the varying nature of individual desires makes a unitary concept of effectiveness inadequate (Katz and Kahn, 1978). Proponents of this approach recognize the varying interest of different groups and individuals. A constituent being a member of a group of individuals holding similar preferences pertaining to the activities of the organization (Zammuto, 1984).

Combining the three previously mentioned approaches will provide a definition of organizational effectiveness that is satisfying to many organizational constituents (Zammuto, 1984). First, the goal approach can be subsumed in the multiple constituency approach by simply taking the goals of ownership (the assumed dominant coalition) into consideration. Additionally, if the company is unable to gather necessary resources, all the constituents of an organization will eventually be dissatisfied because the organization will become defunct.

Consequently, the most appropriate definition of organizational effectiveness would appear to be the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner. Note this definition highlights the combined utility of all parties in the acquisition and transformation of a product or service. It is also important to note that measures of organizational effectiveness are value based and time specific (Zammuto, 1984). As such, over time the goals of different constituents will change and thus so will the criteria for measuring organizational effectiveness. In summary, a working definition of organizational effectiveness is the maximum combined utility of the primary constituents.

## 2.2 Committees: Definition and functions

According to Wikipedia encyclopedia, a committee (some of which are titled instead as a "Commission", or other terms discussed below in Official and unofficial types) is a type of small deliberative assembly that is usually intended to remain subordinate to another, larger deliberative assembly—which when organized so that action on committee requires a vote by all its entitled members, is called the "Committee of the Whole". Committees often serve several different functions (www.wikipedia.org).

Governance: in organizations considered too large for all the members to participate in decisions affecting the organization as a whole, a committee (such as a Board of Directors or "Executive Committee") is given the power to make decisions, spend money, or take actions. Some or all such powers may be limited or effectively unlimited. For

example of the later case, the Board of directors can frequently enter into binding contracts and make decisions which once taken or made, can't be taken back or undone under the law (C-SPAN, 2009).

Coordination: individuals from different parts of an organization (for example, all senior vice presidents) might meet regularly to discuss developments in their areas, review projects that cut across organizational boundaries, talk about future options, etc. Where there is a large committee, it is common to have smaller committees with more specialized functions - for example, Boards of Directors of large corporations typically have an (ongoing) audit committee, finance committee, compensation committee, etc. Large academic conferences are usually organized by a co-ordinating committee drawn from the relevant professional body (C-SPAN, 2009).

Research and recommendations: committees are often formed to do research and make recommendations on a potential or planned project or change. For example, an organization considering a major capital investment might create a temporary working committee of several people to review options and make recommendations to upper management or the Board of Directors. Such committees are typically dissolved after issuing recommendations (often in the form of a final report) (C-SPAN. 2009).

Project management: while it is generally considered poor management to give operational responsibility to a committee to actually manage a project, this is not unknown. The problem is that no single person can be held accountable for poor performance of the committee, particularly if the chairperson of the committee is seen as a facilitator (C-SPAN, 2009).

### 2.2.1 Common conimittcc procedures

It is common for a chairperson to organize a committee meeting through an agenda, which is usually distributed in advance. The chairperson is responsible for running meetings: keeping the discussion on the appropriate subject, recognizing members

• I

(calling on them to speak) [often omitted in smaller committees], and calling for votes after a debate has taken place [formal voting is normally only done in committees involved in governance]. Governance committees often have formal processes (for example, they might follow Roberts Rules of Order); other types of committees typically operate informally, with the chairperson being responsible for deciding how formal the committee processes will be. Minutes, a record of the discussion and decisions of the meeting, are often taken by a person designated as the secretary of the committee: they may be legally obligatory (again, typically for governance committees, especially boards of directors). For committees that meet regularly, the minutes of the most recent meeting are often circulated to committee members before the next meeting, and are available to the membership of the whole. Committees may meet on a regular basis, often weekly or yearly, or meetings may be called irregularly as the need arises. During an emergency, a committee may meet more than once per day, or sit in permanent session, as, for example, ExComm (the President's Executive Committee) did during the Cuban Missile Crisis (C-SPAN, 2009).

### 2.2.2 Subcommittees

A committee that is a subset of a larger committee is called a subcommittee. Where the larger group has a name other than "committee" - for example, "Board" or "Commission", the smaller group(s) would usually be called committee(s), not subcommittee(s), and might go by an entirely different name, or substitute "Commission" for "Committee". For example in the sciences, the "International Commission on Stratigraphy" (ICS) a standing working committee is doing organizational work establishing uniform naming and benchmarks in the geologic record and timeline since 1974, all under the auspices of the International Union of Geological Sciences (IUGS). It is technically the "International Stratigraphy Committee" (ISC), which has limited executive committee powers to impanel other subcommittees (also called commissions) to resolve certain matters involving the Geologic time scale—its deliberations and those of its subcommittees must be adopted by the IUGS which meets in a committee-of-the-

whole or Congress, every four years or so to deliberate on the subcommittee recommendations and officially adopt or not-adopt such (C-SPAN, 2009).

From the foregoing, it can easily be seen subcommittees can generally be classified further by the adjectives: "Executive", "Standing", and "Working":

Executive committees: A subcommittee which has well defined executive powers usually spelled out in the charter or by-laws and which meets frequently to manage the affairs and further the purposes of a organization or entity. These are commonly empanelled as well when an organization has a large Board of Directors such as an international labor union, large corporations (with thousands of stock holders) or national and international organizations. A Board of directors is itself a kind of Executive committee established by the charter and by-laws of the entity and elected by the overall franchised membership. For organizations where the Board of Directors is large - say 20 people or more - it is common to have an Executive Committee of the Board and a executive subcommittee of Board members, which is authorized to make some decisions on behalf of the entire Board (C-SPAN, 2009).

Standing committees: A committee established by an official and binding vote providing for its scope and powers. Most governmental legislative subcommittees are standing committees, which by another name is a permanent committee. Standing committees meet on a regular or irregular basis dependent upon their enabling act, and retain any power or oversight claims originally given them until subsequent official actions of the committee of the whole (changes to law or by-laws) disbands the committee (C-SPAN, 2009).

•I • ∨'' ⌐ : • •

Working committees: A committee established to accomplish a particular task or to oversee an ongoing area in need of control or oversight. Many are research or co-ordination committees in type or purpose, and can be temporary. Some are ad hoc (unofficial), such as a sub-group of a larger society with a particular area of interest which decides to meet and discuss matters pertaining to their interests. For example a

group of astronomers might get together ad hoc to discuss how to get the larger society to address near earth objects: A subgroup of engineers and scientists of a large project's development team could meet ad hoc to solve some particular issue with offsetting considerations and trade-offs. The term when used officially, generally means a group with specific duties and related authority, so when encountered in official contexts subsumes all other official types of committees. The International Commission on Stratigraphy and its subcommittees (commissions in name) are working committees that meet both far more regularly and more frequently both in deliberation and co-ordination furthering the needs of the IUGS (which regularly schedules meetings only every fourth year) and the larger scientific community (C-SPAN, 2009).

## 2.3 Kenya Parliament Committees

In Kenya, Section 56(1) of the Constitution empowers Parliament to establish Committees and regulate their procedure. These Committees are established by the Standing Orders and their procedure defined. The Kenya National Assembly recognizes the important contribution that Committees make to the role and functions of Parliament in the scrutiny of public policy and activities. The principal purpose of Parliamentary Committees is to perform functions for which Parliament in its corporate form is not well fitted; i.e. finding out facts of the case, examining witnesses, sifting information and drawing up reasonable conclusions. Committees in a way take Parliament to the people and allow direct contact with members of the public by a section of the House when engaged on study visits or inspection tours. In respect of their formal proceedings, Committees are an extension of the House, emitted in their inquiry by the extent of the authority delegated to them but governed to a large extent in their proceedings by the same procedures and practices as those that prevail in the House, by which they are appointed. Public Accounts Committee, like other Financial Oversight Committees, namely, the Public Investments Committee and the Departmental Committee on Finance, Planning and Trade are mandated by the House to examine the accounts voted by the House to meet public expenditure and of such other accounts laid before the House as the particular Committee may think fit. They also in the case of Public Investments

Committee examine reports if any, of the Controller and Auditor-General and the Auditor-General (Corporations) on public investments (Parliamentary Center. 2001).

Pursuant to Section 30 of the Constitution of Kenya, the legislative power of the republic is vested in Parliament, which consists of the President and the National Assembly. The Kenyan Parliament consists of 224 members of Parliament among them 210 elected by the people and 12 nominated by the respective political parties depending on their party strengths in the House and two ex-officio Members being the Speaker and the Attorney General. Parliament makes its decisions by way of resolutions reached most often by a simple majority after a vote. The Kenya Parliament plays three key roles, namely: (1) Representation of the people; (2) Legislation; and (3) Oversight over the Executive. Members of Parliament are facilitated to discharge their mandates by staff employed by the Parliamentary Service Commission (PSC). PSC was established through the Constitution of Kenya (Amendment) Act, No. 3 of 1999, which was enacted by the House on November 11, assented to by the President on November 17 and came into effect on November 19, 1999. The vision of Parliament is: "To be a supreme, effective, efficient and self-sustaining Parliament as a major participant in the process of good governance.'[1]" Its mission is: "To facilitate the Members of Parliament to efficiently and effectively fulfill their constitutional mandate in a representative system of Government by upholding and ensuring the autonomy of Parliament in its corporate relationship with other arms of Government." (Kenya National Assembly Strategic Plan, 2008-2018).

According to Gichohi (2006), the Standing Committees are established under the provisions of the Standing Orders of the National Assembly and they may be sessional in nature, in that their life terminates at the end of a Session of Parliament. A Session means the sitting of the House commencing when the House first meets after its prorogation or dissolution and terminating when the National Assembly is prorogued or is dissolved. Included in this category are the Powers and Privileges Committee, Standing Orders Committee and the Watchdog Committees consisting of the Public Accounts Committee (PAC) and the Public Investments Committee (PIC). The Public Accounts Committee and the Public Investments Committee both of which are Standing Committees have a

very important yet very complex role in carrying out the oversight functions of Parliament. This is because they are like auditors appointed by the public to examine use by the government and its agencies of public funds and examine investments made by public funds. The role of these Committees is even more important in Kenya since the government apart from regulating business participates in business ventures and has invested heavily in both the goods and services sectors.

Departmental Committees are established by the Standing Orders of the National Assembly and last the entire term of Parliament. Each Departmental Committee is responsible for scrutiny of particular government departments or ministries. The jurisdictions of these committees are defined by the subject matter, which tends to parallel the structure of Government departments and Ministries. Their mandate is limited to the specific government Ministries or departments which fall under their jurisdiction. However, the role of Departmental Committees is very wide with respect to the Ministries under them in that they may investigate, inquire into and report on all matters relating to the respective Ministries. Their role is basically advisory in nature and they participate in initiating new policy guidelines and new legislative proposals in addition to scrutinizing those whose subject matter fall under them (Gichohi, 2006).

Ad-hoc Committees are established for specific purposes/assignments and their terms of reference, composition and time frame for reporting clearly agreed upon, at the time of appointment. Ad-hoc committees are appointed by a resolution of the House as and when a need arises, to investigate a specific matter of interest to the public or Parliament. The National Assembly also determines the Committee's terms of reference and mandate which guide the Committee in its operations. The life of an Ad-hoc committee commences on the date of appointment and expires on the date it presents its report to the House (Gichohi, 2006).

Committees of the Whole House are charged with domestic and house-keeping matters. They include: Speakers committee, Standing Orders Committee, House Business

Committee. Catering Committee. Library Committee, Liaison Committee and the Powers and Privileges Committee (Gichohi, 2006).

## 2.4 Effectiveness of parliamentary committees

There is limited literature on the subject of measuring effectiveness of legislative bodies and/or their committees. Further, there are numerous general statements on the importance of the work done by the committees of the Parliament, but no one has yet embarked on the more demanding task of making the careful and detailed assessment necessary to determine their true value. Perhaps this can be explained partially by the difficulty of determining exactly how committee effectiveness is to be defined and measured. The Liaison Committee of the House of Commons recently recognized this problem when it for the first time assessed the effectiveness of Commons committees. The Liaison Committee had first to establish the criteria on which such an evaluation could be made. In broad terms, it determined that the measure of a committee's effectiveness is the extent of its influence on the actions or behaviour of the government. This being said, the task of assessing committee effectiveness is still not simple, as the Liaison Committee itself admitted. The committee provided no empirical evidence to back its conclusions and admitted in its reports that standards of effectiveness varied according to the observer (Kuntz, 2002).

The notion that committee effectiveness should be based on ability to influence government is somewhat narrow. Were judgment to be based on this criterion alone, it is quite likely that many committees would be considered failures. Once more, Kunz provides clarity by pointing out that committees play two important roles against which their effectiveness may be measured. The first consists of making recommendations for government action, the second, in developing awareness of an issue: "in the exposition of a situation or problem and in the publication of the evidence gathered during the course of the inquiry." The success or effectiveness of committees in performing the former role, according to Kunz (2002), may be measured by the effect of their recommendations upon consequent government action. Kunz (2002) tempers this observation by warning that

sometimes, it may take several years for a committee's recommendations to be adopted by the government.

With regard to committees that attempt to achieve the second goal, Kunz argues that their real value lies in the long-term educative effect produced by the accumulated evidence and information of their proceedings. Instead of being a cure-all, they are rather a contribution to the study of the subject and form the basis of further discussions in Parliament, in the departments of government concerned, and in the public at large. Their most obvious use is in areas where the problems are either still too rudimentary, or too controversial, or too elusive and bid for simple and straightforward solutions (Kuntz, **2002).**

The Commonwealth Parliamentary Association has recommended the following benchmarks for democratic legislatures: influence over the actions of government; development of public awareness; clarification of complex issues; and creation of a forum for the expression of views. Further, the World Bank Institute has published a study on legislative oversight and budgeting that includes metrics to assess the effectiveness of legislatures. These two list oversight tools such as committee hearings and questions, and measure the number of times these have been used (CPAC, 2008).

In addition, the Inter-Parliamentary Union (IPU, 2008) has evolved a tool-kit to evaluate the functioning of parliaments. This tool-kit has an aspect of parameters that may be used to evaluate committee work. The IPU identifies a number of parameters which can be used to measure the effectiveness of a legislature and its committees. The criteria to judge effectiveness of legislatures or their committees can be either quantifiable or qualitative in nature. Qualitative criteria, by their very nature, are more difficult to measure in an objective manner. For example, we can easily count the number of Bills passed by parliament, but it is difficult to judge the quality of the legislation. Even in the case of quantitative criteria, it is sometimes unclear whether a higher number is a positive or negative indicator. For example, a larger number of government bills passed in a particular session may indicate greater legislative effectiveness. On the other hand, this may be a result of less discussion on each bill by committees and could be construed as

the legislature not being able to scrutinise the proposals of the executive branch. The main challenge is to identify which of these parameters can be used to draw meaningful conclusions while measuring performance, and whether additional metrics need to be used. The other big question is whether some of these measures can be aggregated into a single index of effectiveness (IPU, 2008).

With these caveats, the parliament of India (*Lok Sabha)* has listed some metrics that can be used to develop a framework for measuring the effectiveness of Parliament. These are informed by the Legislative, oversight, representation and budgeting roles of parliament and include: the quantity and quality of laws; keeping track of legislation; monitoring of delegated legislation and oversight of the budgeting process and government expenditure (IPU, 2008).

Ogle (2004) outlines that the effectiveness of a parliamentary committee depends on a number of factors, these include: a clear mandate, clear roles and responsibilities of the committee; the size of the committee; The skills of the chairperson of the committee in managing activities and meetings of the committee; the quality of support staff and resources available to the committee; and Consensus building. This study adopts these factors in the assessment of the effectiveness of parliamentary committees in discharging the role of the Kenya National Assembly.

### 2.4.1 Committee mandate and rules of operation

fhe rules and procedures that govern the operation of parliamentary committees are often similar to those used for the entire house. However, committees often have the advantage of setting up some rules and regulations that improve debates and increase the opportunity for deliberative activities. The real power of a parliamentary committee can vary from period to period. In the 1950s and 1960s for example, according to Ownes and Loomis (2006), the real power in the US House of Representatives did not rest with the Chamber as a whole or with the majority party but with standing committees and their chairpersons. This is because power was decentralized, individual committees had formal

### 2.4.3 The Chairperson of a Committee

The Committee Chairperson plays a key role in the effectiveness of the Committee. The most important personality in the committee is said to be the chairperson who is usually responsible for convening and managing the committee. The chairperson: Presides over committee meetings, ruling on procedural and relevance issues, such as the relevance of questions or amendments to that committee's mandate; Deals with disorder among members or by the public where the latter are admitted to hearings; Answers oral questions in the House on behalf of the committee; Signs committee reports and requests the appearance of witnesses or the production of papers on behalf of the committee; Controls the hearing of evidence and directs the proceedings; Works behind the scenes with the government and other members of the committee on the progress of important legislation; and Maintains open communication channels with all committee members (Ogle, 2004).

The role of the committee chairperson as described by the Legislative Assembly of British Columbia, for example, is as follows: maintaining order and decorum during meetings; deciding questions of procedure, and generally ensuring that the committee work proceeds smoothly in conjunction with the committee's business plan. As indicated earlier, committee chairperson must have qualities that will enhance their effectiveness: Ogle's qualities of good leadership include: *Competence* - Demonstrate understanding of parliamentary process, have a solid working relationship with members and key staff and know the content of key matters assigned to the committee; *Flexibility and Adaptability* - Learn to adapt to new conditions when circumstances change; *Firmness and Decisiveness* - Stand firm when decisions are made; *Honesty and Dependability* - Be honest and forthright with committee members, staff and the media; *Openness* - Build strong communication links; *Fairness* - Treat committee members fairly; *Tolerance* - Understand and accept that members will not support committee leadership all the time; *Patience* - Recognize times when it is necessary to be patient; *Humility* - Accept responsibility for mistakes; and *Stamina* - Project high energy level however long it may take to address matters assigned to the committee (Ogle, 2004).

### 2.4.4 Staff Support for Effective Parliamentary Committees

Parliamentary committees are supported by officers who are often assigned by the Clerk of the parliament to serve the committee. Their core function is related to procedural issues, but in practice and depending on the part of the globe the clerk works, their role may extend well beyond this. Committee staff ensure that committees perform their role taking evidence from witnesses, scrutinizing legislation and conducting inquiries. In addition to basic administrative and clerical support that committees require, there is also the need for skills of specialized officers. Ideally these officers should be graduates of tertiary institutions and should include professional librarians, researchers and subject specialist who will carry out research and analysis and provide information to Members to meet the information needs of the committees. Subject specialists who work closely with the staff of committees provide information and briefing material for members of the committee. These are often part of a pool of experts in the research and information provision department. The specialist knowledge makes it possible for in-depth analysis and provision of information on a specific subject matter to meet the needs of the committee. They liaise with committee clerks in responding to requests from Members of Parliament and committees, and help prepare briefing papers on subjects of public and parliamentary concern (Ogle, 2004).

### 2.4.5 Consensus building and committees' information needs

By the very nature of the work of parliamentary committees, access to up-to-date, relevant, factual and non-partisan information is essential. Since committees are often expected to look in-depth at issues, their demand for the requisite information is very high. The standing orders often give parliamentary committees the opportunity to call witnesses and to have access to documents from routine information on procedures and processes to in-depth analysis on very technical matters with which members may not necessarily be very familiar. The support staff of committees play a very critical role in ensuring that these objectives are met. In providing information to meet the needs of MPs, committee support staff should place emphasis on presenting unbiased factual, accurate, up-to-date information. The information must also be provided at the right time

and in a format that is easy to understand and use. It is also important to promote the core values of quality, and integrity when providing research support to parliaments. It is absolutely necessary to communicate clearly the institutional mandate and services to all as often as necessary. Support to parliament must be non-partisan. A perception of the institution leaning towards any political group can gravely affect the credibility of research work. Formal communication channels must be complemented with continued dialogue, and informal face-to-face discussions. This is necessary to avoid ambiguity and prevent misconception on roles and mandate (Ogle, 2004).

### 2.4.6 The quantity and quality of laws

Parameters here may include: the percentage of time spent by committees in examining bills and amendments proposed by committees. Number of new laws and time spent on them are easily measurable and describes the priority of a committee towards legislation. The time spent in discussing each bill demonstrates the level of scrutiny attendant on each bill. It is perhaps impossible to conceive of an objective set of criteria to judge the quality of legislative debates. If a law is struck down on grounds of constitutional invalidity, it is indicative of insufficient scrutiny on part of Parliament. Similarly, if a law is amended within a short period of time after its enactment, or it is struck down by the court, it may show that it was not well drafted in the first place. Other parameters here may also include keeping track of legislation and monitoring of delegated legislation and

### 2.4.7 Oversight of the budgeting process and expenditure

Ex ante consideration and approval of the government's financial budget is important in assessing the effectives of parliamentary committees. This may include an assessment of the time devoted to discussion of budget in by committees, number of committee recommendations accepted and incorporated into the budget. Oversight of the expenditure may also be measured by the impact of the committee reports from the audit reports.

..iw.nLv.ai

## 2.4.8 Supportive legal instruments

A wider and literal view of the powers of inquiry by parliamentary committees under section 59 of the Constitution and the National Assembly (Powers and Privileges) Act, CAP 6 of the laws of Kenya. Constitution s 49 is crucial to this study. Any measurement of effectiveness needs to address the extent to which legal obstacles or limitations to their powers of inquiry have frustrated or contributed to the work of committees.

This will require collection of information on how often some alleged restrictions on the powers of committees have obstructed their work. Such restrictions include: Executive privilege; Immunity of the Executive and its officials from compulsion to appear and answer questions; inability of the National Assembly to exercise jurisdiction over ministers and commercial in-confidence clauses in public commercial contracts which could prevent scrutiny over the expenditure of public moneys; the impact on committees of the institutional design of Executive system of government. The High Court has in the past emphasized that the Kenyan Constitution creates a particular form of representative government, namely, responsible government. This has legal consequences as it may be a potential for limiting the effectiveness of parliamentary committees as a result of union of the legislative and the executive branches of government.

Further, the rights of individuals also deserve mention. Chapter five of the Constitution of Kenya contains the the bill of rights of individuals. This makes it even more necessary for the Committees to observe due process and recognize and protect the rights of witnesses and other individuals affected by parliamentary inquiries - including their rights to their reputation and privacy. Save for the National Assembly (Powers and Privileges) Act, the common law does not make those rights applicable before parliamentary committees. In other words the powers of inquiry enjoyed by parliamentary committees involves the task of balancing the function of inquiry with those rights.

## 2.5 Assessing the Effectiveness of parliamentary committees

When assessing the effectiveness of an individual committee, Collegiate Project Services (2006) scores a committee on the following eight factors: Results; Ownership/Morale; Focus; Team Processes; Communication; Leadership Sharing; Leadership Support: and, Structure. For each factor, a score ranging from (1) to (4) is accorded as follows:

Results: (1) No results - The committee has achieved no measurable results. Committee members have a difficult time solving the simplest of problems. (2) Minor results - The committee has achieved minor success on problems that have resulted in small savings in time or money. The committee is beginning to tackle problems of more significance. (3) Good results - The committee has solved significant problems resulting in substantial time or money savings. The committee is empowered to make a few decisions. (4) Excellent results - The committee has a history of solving major problems and is on its way to being self-directed;

Ownership/Morale: (1) No ownership - There are feelings of frustration and dissatisfaction among committee members. Committee members refuse to get involved in team activities. (2) Some ownership - Some committee members believe in the team concept, while others remain negative about working together as a committee. (3) Ownership - Committee members feel a growing sense of teamwork and self-confidence as they learn to work together. Most committee members get involved in team activities. (4) High ownership - All committee members believe in the team concept and are involved in team activities;

Focus: (1) Not focused - Members do not understand or do not agree on the mission of the committee and their individual responsibilities. (2) Unclearly focused - It is not clear if committee members understand the mission. Members are more focused on "What is my role?" (3) Focused - The mission of the committee is clear to most committee members. Most of the committee efforts are focused on mission accomplishment. (4)

Highly focused - Each member knows and is committed to the mission of the committee. All the committee's efforts are focused on mission accomplishment;

Team Processes: (1) Poor team processes - Little is accomplished at committee meetings. The committee does not use formal problem solving or decision-making tools. (2) Emerging processes - Committee meetings are for information sharing only. Members are beginning to use problem solving and decision-making tools. (3) Good processes - The committee meetings are effective. Use of meeting roles and tools are evident. Committee members are fairly accomplished at solving problems and making decisions. (4) Excellent processes - Meetings are extremely effective; every committee member is highly accomplished at solving problems, making decisions, and reaching consensus;

Communication: (1) Poor communication - There is no open communication, committee members do not demonstrate listening, and conflict is not handled well. (2) Cautious communication - Discussions are usually guarded. Committee members do not "open up" to each other, and conflict is avoided. (3) Emerging communication - Most committee members share ideas and are supportive of one another, yet they still tend to avoid conflict. (4) Good communication - Committee members are tactful, but express themselves openly and honestly. Members listen to each other, express concern and understanding, and demonstrate respect for each other;

Leadership Sharing: (1) No leadership shared - Only the committee leader demonstrates responsibility, and the committee leader performs most of the tasks for the committee. (2) Cautious leadership sharing - Committee members are cautious in accepting leadership responsibilities; they still rely heavily on the committee leader. (3) Emerging leadership sharing - Many committee members share the leadership function, and the committee is becoming less dependent on the committee leader. (4) Shared leadership - Committee members themselves assume leadership responsibilities, including giving recognition and praise, without depending on the committee leader;

Leadership Support: (1) No support - The committee receives no help or gets no resources from management. Committees are seen as a distraction to getting work done. (2) Minimal support - The committee receives verbal support but only minimal resources from management. Very few of the committee's ideas are implemented. (3) Increasing support - The committee receives strong support in time and other resources from management. Many of the committee's ideas are implemented. Ideas that are not implemented are discussed with the committee by management. (4) Strong support - The committee's contribution is valued and recognized by the organization. The committee gets all the resources it needs;

Structure: (1) Poorly structured - Skill needs have not been defined and assessed, the committee lacks the appropriate functional or cross-functional representation. The committee's size is unmanageable and/or inappropriate for the task. (2) Partially structured - Skill needs have been defined and assessed; committee members and resources have the skill set needed to accomplish the goals and objectives. The committee does not have the appropriate functional or cross-functional representation. The committee's size is unmanageable and/or inappropriate for the task. (3) Somewhat structured - Skill needs have been defined and assessed; committee members and resources have the skill set needed to accomplish the goals and objectives. The functional or cross-functional representation is appropriate for the assignment. The committee's size is unmanageable and/or inappropriate for the task. (4) Effectively structured - Skill needs have been defined and assessed; committee members and resources have the skill set needed to accomplish the goals and objectives. The functional and/or cross-functional representation is appropriate for the assignment. The committee's size is manageable and suitable for the task.

Each committee receives a score from one to four on these eight factors, and the results are graphically displayed in the form of a profile. This study will utilize the Collegiate Project Services (2006) assessment scores in assessing the effectiveness of KNA's parliamentary committees.                *

# CHAPTER THREE: RESEARCH METHODOLOGY

## 3.1 Research Design

This study focused on the effectiveness of parliamentary committees at the KNA. In order to highlight the effectiveness of the committees, the researcher undertook a case study of the KNA. A case study is a preferred method for learning about a complex instance, based on a comprehensive understanding of that instance obtained by extensive description and analysis of that instance taken as a whole and in its context as it allows for in-depth analysis (Chandran, 2004). For this study, the case study of KNA was paramount in assisting the researcher to comprehensively understand and undertake descriptive analysis on the effectiveness of parliamentary committees.

- MMʒ¹? "ir -trn  ?t *_.

## 3.2 Data Collection

Primary data/information was collected directly from the respondents through interviews using an interview schedule/guide. An interview schedule is a proforma containing a set of questions for presentation in an oral-verbal stimuli and reply in oral-verbal responses (Kothari, 2004). This may be administered in person to the respondent or through telephone where the enumerator fills in the schedule as they lead the respondents through the questionnaire. They are useful in extensive enquiries and may lead to fairly reliable results (Kothari, 2004). The interview schedule/guide utilized in this study contained open ended set of questions (see Appendix I), aimed at stimulating oral verbal responses that provided data'information relevant in assessing the effectiveness of parliamentary committees in relation to the Collegiate Project Services (2006) eight factor scores, namely; results, ownership/morale, focus, team processes, communication, leadership sharing, leadership support and structure of the parliamentary committees.

In order to gather relevant data/information, interviews were conducted from the following respondents: the chair person and one (1) other committee member of the Public Accounts Committee (PAC) and Public Investment Committee (PIC) and another

ten (10) members, plus the chair person, from ten (10) selected departmental committees having an active mandate during the 4th session of the 10.h Parliament of Kenya. The selected departmental committees included: Departmental Committee on Health; Departmental Committee on Administration and National Security; Departmental Committee on Justice and Legal Affairs; Departmental Committee on Finance; Select Committee on Constituency Development Fund; Procedure and House Rules Committee; Budget Committee; Local Authorities and Funds Accounts Committee; Departmental Committee on Defence and Foreign Relations; and, the Departmental Committee on Agriculture, Livestock and Co-operatives.

The chair person is usually charged with the responsibility of ensuring that the parliamentary committee effectively discharges its mandate, hence, his/her response was of importance in assessing the effectiveness of the parliamentary committee. Of equal importance, were the views and/or opinions of the other members within the parliamentary committees. This assisted the researcher in arriving at an objective analytical conclusion from the responses gathered during the interview sessions.

The interviews were conducted by first, booking a specific time and place to conduct physical one-to-one interviews with the respondents within the confines of the Kenyan parliamentary buildings. In instances where the respondent was not willing or able to appear in person, telephone interviews were conducted after prior booking of such an interview.

## 3.3 Data analysis

The data/information collected was analyzed using content analysis. This was done by qualitatively analyzing the respondents' views and/or information that were collected during the interview sessions. The researcher then interpreted the information within the context of the respondents view on the effectiveness of parliamentary committees at KNA. The information was then systematically presented using the Collegiate Project Services (2006) eight factor scores. When assessing the effectiveness of an individual

committee, Collegiate Project Services (2006) scores a committee on the following eight factors: results, ownership/morale, focus, team processes, communication, leadership sharing, leadership support and structure of the committee. Each committee receives a score from one (1) to four (4) on these eight factors. The results are then graphically displayed in the form of a profile.

# CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

## 4.1 Response rate

According to Mugenda & Mugenda (2003), response rate refers to the percentage of subjects who respond to questionnaires/interviews. A response rate of 50% is adequate for analysis and reporting, whereas a rate of 60% is good and a rate of 70% and over is very good. Tabic 4.1 below illustrates the response rate of the study at 75% (computed by response/population) which is very good for analysis and reporting.

Table 4.1: Response Rate

|  | Response | Population | Response Rate |
|---|---|---|---|
| PAC | 2 | 2 | 100% |
| PIC | 1 | 2 | 50% |
| Departmental and House Committees | 15 | 20 | 75% |
| TOTAL | 18 | 24 | 75% |

*Source: Research data*

## 4.2 Data analysis

The data/information collected was entered into score sheets using the Collegiate Project Services (2006) Eight Factor Model of Committee Effectiveness. When assessing the effectiveness of an individual committee, Collegiate Project Services scores a committee on the following eight factors. Each committee receives a score from one to four on these eight factors, and the results are graphically displayed in the form of a profile.

## 4.2.1 Outcome factors

(1.) Results: The committee had achieved successes and had shown progress toward its measurable goals. Members of the committee cited specific examples of success. Members of the committee cited statistics that had improved as a result of committee efforts. All (or most) committee members considered the committee a success.

(2.) Commitment/Morale: All (or most) committee members were committed to the committee goals. Committee members were highly satisfied with the committee. Committee morale was considered good. All (or most) of the committee members were motivated and putting forth effort for the committee to be successful.

### 4.2.2 Process Factors

(3.) Focus: The committee had a clear charter (written), unambiguous boundaries and measures, alignment with the sponsor and the executive committee, hard measures, processes for aligning interim objectives with final objectives, short-term and long term objectives, and role clarity as expressed in role tables. In interviews, committee members agreed on what the committee is currently focusing its efforts.

(4.) Communication: The committee had good internal communication (ground rules, open communication, trust) and good external communication (e.g., the committee developed and implemented a communication plan to various stakeholders).

(5.) Leadership Sharing: All members pitched in and did their fair share. From time to time different people on the committee stepped forward and took leadership roles. It is not the same one or two people over and over doing all the work.

(6.) Group Processes: The committee used formal processes for meetings, group decision making, group problem solving, and conflict reduction

|   . !

### 4.2.3 Environment Factors

(7.) Structure: The committee was adequately structured to accomplish its goals. That is, the right people were on the committee in order to make decisions, the right person was the sponsor of the committee, and the right number of people were on the committee (i.e., committee size was not too large)

(8.) Support: The committee received the support it needed to be successful. This included a budget, discretion to act on its own (within boundaries), release from other duties, a supportive management sponsor, appropriate extrinsic and intrinsic rewards, a meeting space, access to needed resources, psychological encouragement, an assigned facilitator (as needed). In addition, the committee was seen as critical by the larger organization, in this case KNA.

## 4.3 Research findings

Scores on each factor of the Collegiate Project Services (2006) Eight Factor Model of Committee Effectiveness instrument range from Level One (1) through Level Four (4). In general. Level Three and Level Four scores on a factor tend to reflect committee that are functioning fairly well in that area, and are therefore more likely to be successful as a committee. Level One and Level Two scores reflect committee that are not functioning as well as they could in that area, and therefore have lots of opportunity for improvement.

Figure 4.1: Public Accounts Committee (PAC)



*Source: Research data*

36
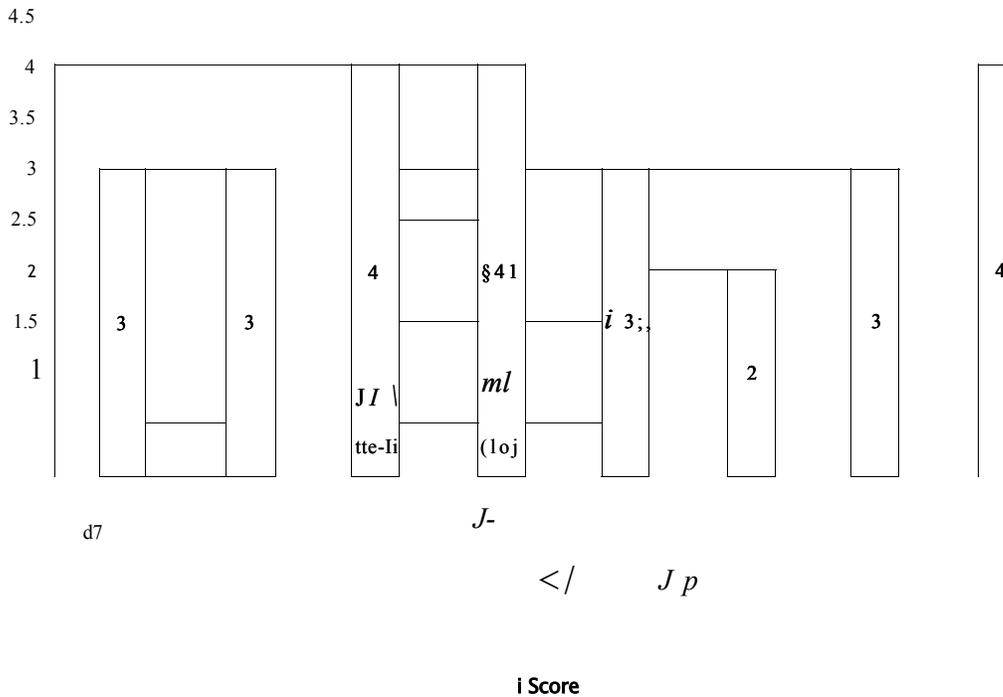
Figure 4.1 illustrates the profile on the PAC. According to the figure the committee scored well on both the outcome factors (Results and Morale) and the environment factors (Leadership Support and Structure). However, with regard to the process factors the committee should focus on improving the leadership sharing which can be spearheaded by the committee chairman as it is under his/her control.

Figure 4.2: Public Investments Committee (PIC)
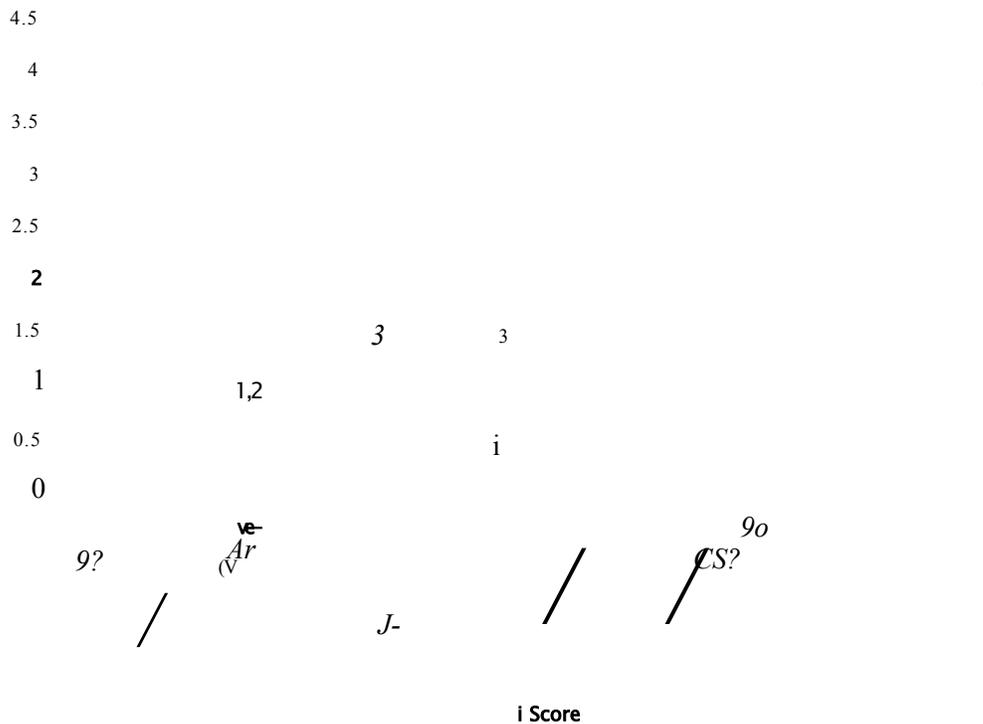


*Source: Research data*

Figure 4.2 illustrates the profile on the PIC. According to the figure the committee scored well on the environment factors (Leadership Support and Structure). However, ownership and morale among the committee members and communication should be improved on as they scored poorly. From this finding it can be inferred that poor communication is resulting to the low morale among the committee members.

Figure 4.3: Committee on Administration and National Security
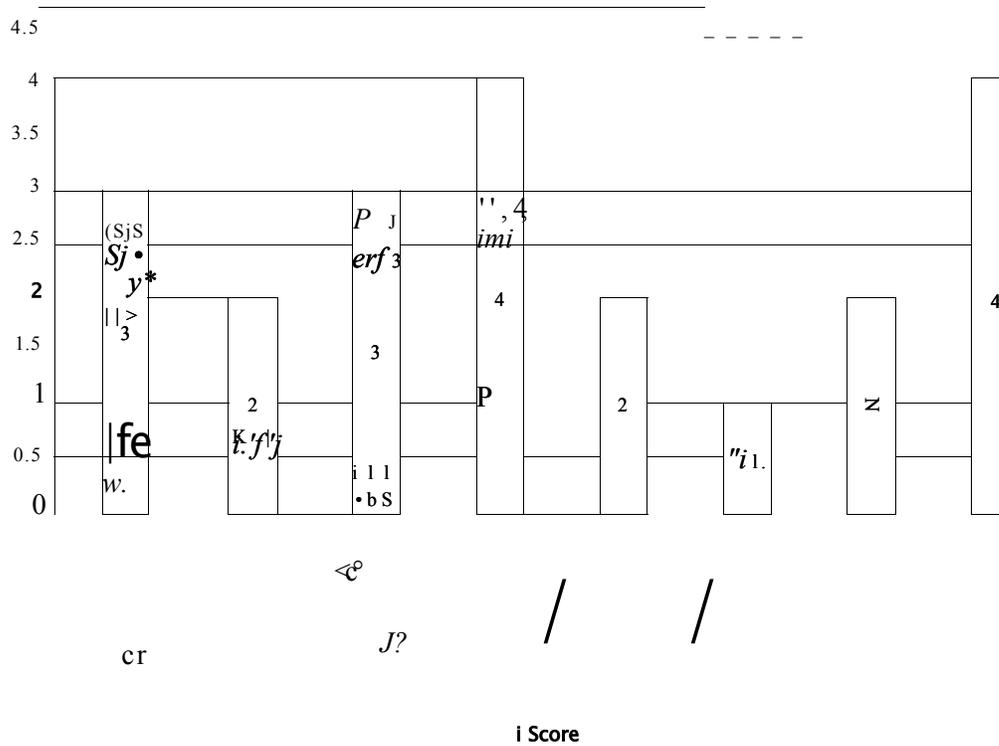


*Source: Research data*

Figure 4.3 illustrates the profile on the Committee on Administration and National Security. According to the figure the committee scored well on results, focus, committee processes and structure. However, ownership/morale, communication, leadership sharing and leadership support were quite low. Consequently, the committee should focus on improving these factors in order to improve the results which, from the finding, can be assumed to be relying heavily on the strong committee structure and processes.

Figure 4.8: Committee on Finance

4.5

3.5 —                              -

2.5

2

1.5

1

0.5

*fr*                                    *j r*                    *JP*

*J?*
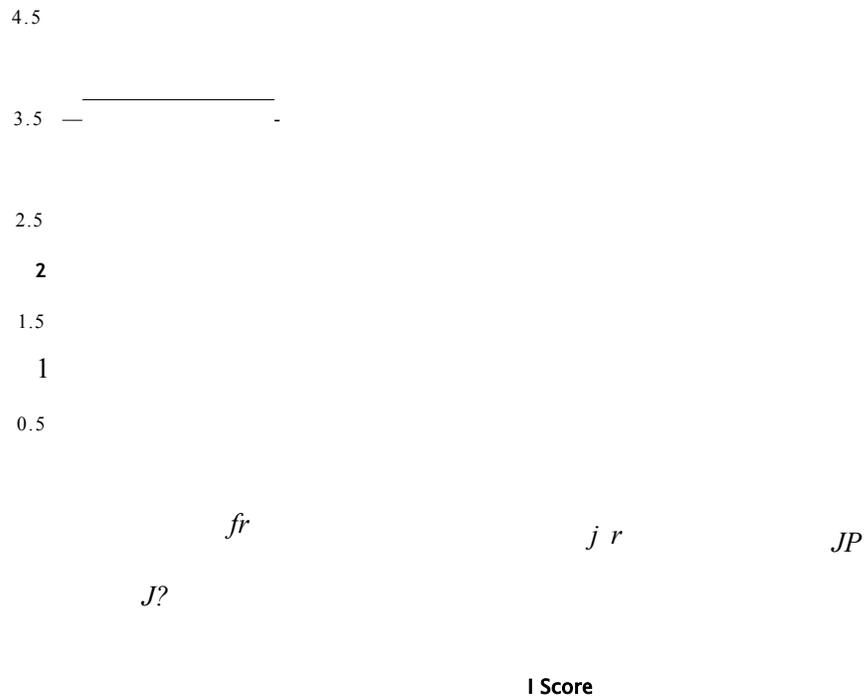
**I Score**

*Source:  Research  data*

Figure 4.4 illustrates the profile on the Committee on Health. According to the figure the committee scored well on its focus, processes, communication and structure. However, it scored poorly on leadership sharing, leadership support, morale as well as on results. From this finding, it could be inferred that poor leadership sharing coupled with weak leadership support has led to low morale/ownership among the committee members, thus, the poor results.

Figure 4.5: Select Committee on CDF



4.5

J—

| | 3 | | 3 | 4 | | | | 4 |

JS'v'v

| | | 1 | | | 2 | | 1 | 2 | |

Results   Ownership/Morale   Focus   Committee Processes   Communication   Leadership Sharing   Leadership Support   Structure
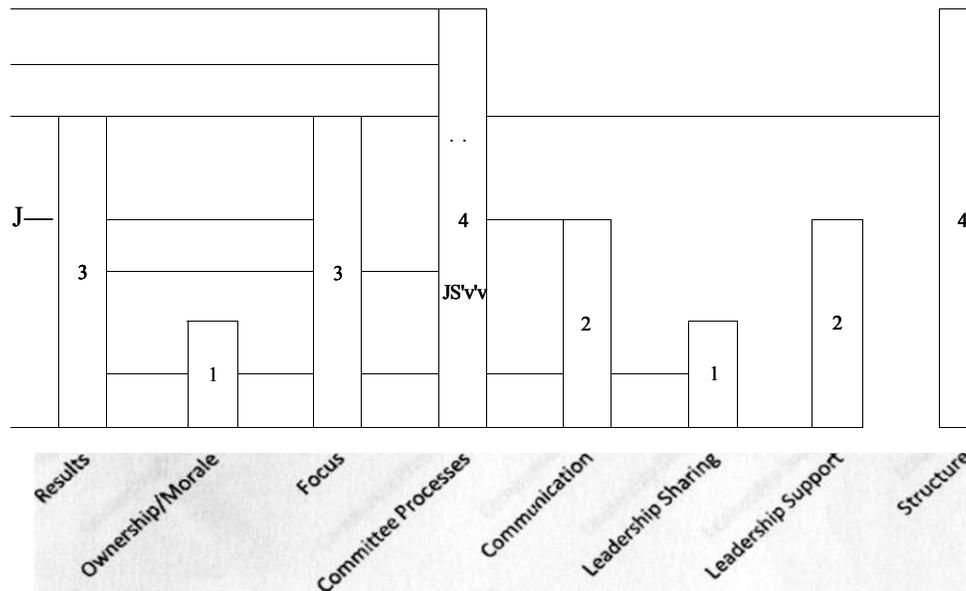
· Score

*Source: Research data*

Figure 4.5 illustrates the profile on the Select Committee on CDF. According to the figure the committee scored well on focus, processes, structure and results. However, it scored poorly on morale, communication, leadership sharing and leadership support. Consequently, the committee should focus on improving the leadership sharing, which can be spearheaded by the committee chairman as it is under his/her control, and enhance communication and morale among its members. This could lead to better results that are not fully reliant on the strong committee structure and processes.

T ":;r ≽

Figure 4.6: Budget Committee
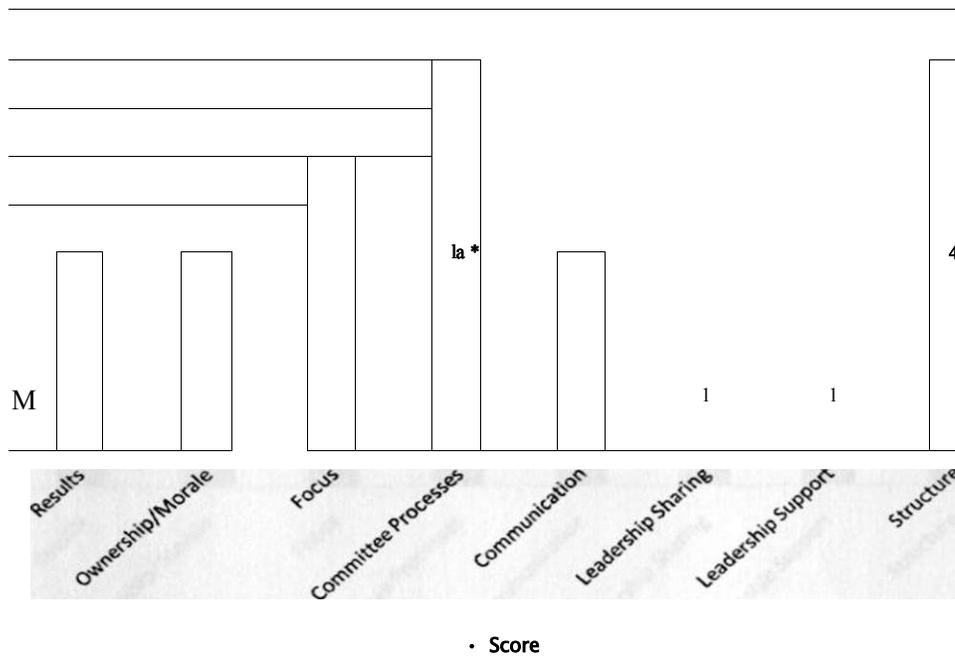


*Source: Research data*

Figure 4.6 illustrates the profile on the Budget Committee. According to the figure the committee scored well on focus, processes and structure. However, it scored poorly on morale, communication, leadership sharing, leadership support and results. This finding could be interpreted that very weak leadership sharing and support, coupled with poor communication and morale among the committee members, led to the committee having poor results despite the fact that its structure and processes were quite strong.

Figure 4.7: Committee on Justice and Legal Affairs

4.5

4

3 5

3

2.5  }

2

1.5

1  -

0.5  r

J?
o?

<s~

jF          c /          J*
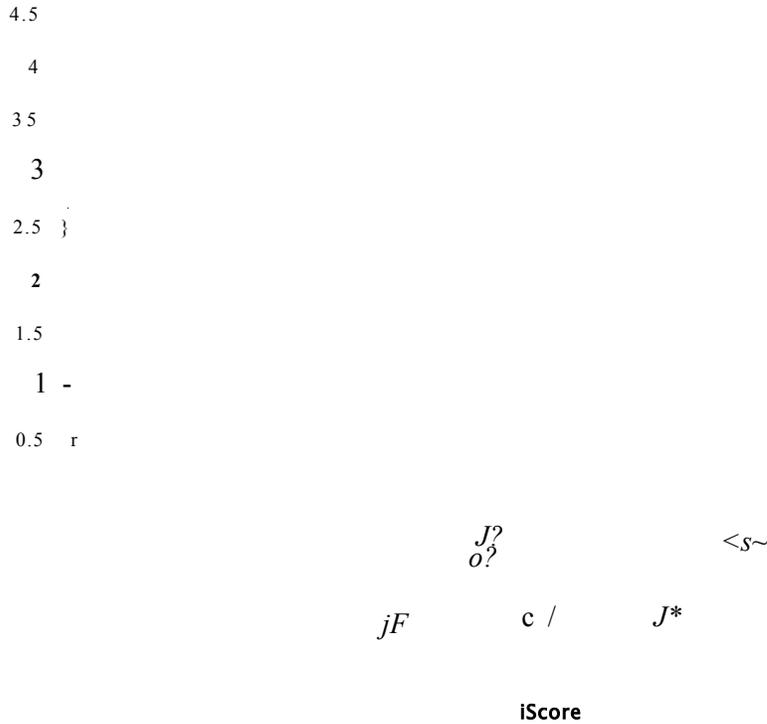
iScore

*Source:  Research  data*

Figure 4.7 illustrates the profile on the Committee on Justice and Legal Affairs. According to the figure the committee scored well on focus, processes and structure. However, it scored poorly on morale, communication, leadership sharing, leadership support and results. This finding could be interpreted that very weak leadership sharing and support, coupled with poor communication and morale among the committee members, led to the committee having poor results despite the fact that its structure and processes were quite strong. Consequently, the committee should focus on improving the leadership sharing, which can be spearheaded by the committee chairman as it is under his/Tier control, and enhance communication and morale among its members. This could then lead to better results.

Figure 4.8: Committee on Finance
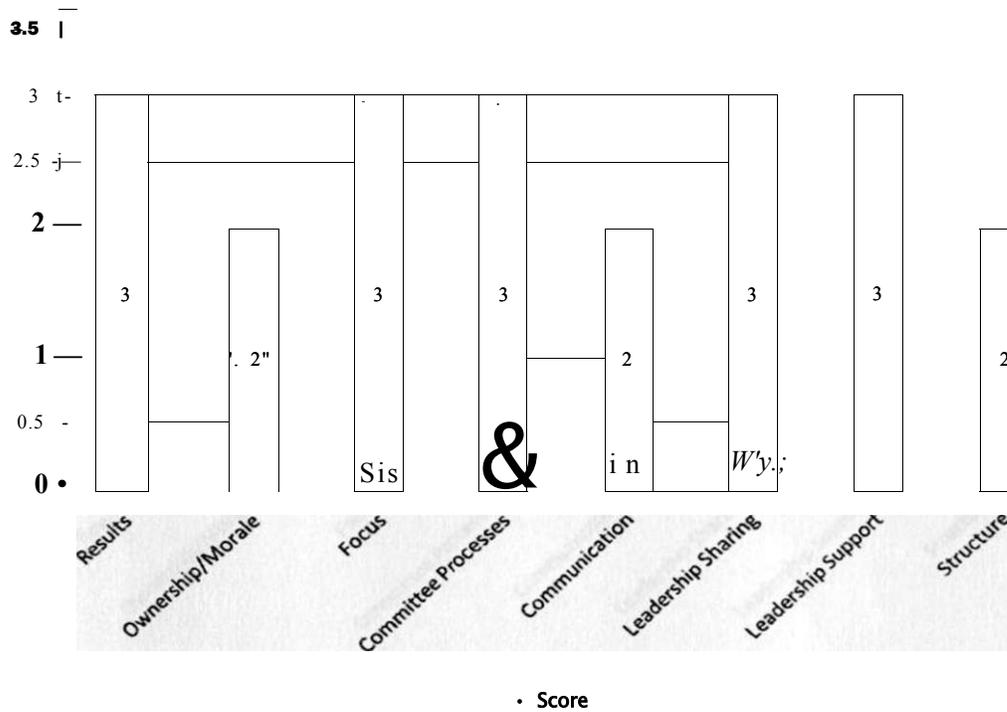


*Source: Research data*

Figure 4.8 illustrates the profile on the Committee on Finance. According to the figure the committee scored well on results, focus, processes, leadership sharing and support. However, communication and morale among the members was poor as well as the committee's structure. It could then be inferred that the poor committee structure is undermining effective communication leading to low morale/ownership among the members. Consequently, KNA should relook and address any structural weaknesses in order to better the results of the committee.

Figure 4.9: House Rules Committee

4.5

4

3.5

25

2

1-5

1

0.5

0

pf          o?          cf      J?
       sS-     J?
s              J        y

**I Scorc**

*Source: Research data*

Figure 4.9 illustrates the profile on the House Rules Committee. According to the figure the committee scored well on focus, leadership support, structure and results. However, communication, morale, processes and leadership sharing scored poorly. Hence, the committee should focus on improving the leadership sharing which can be spearheaded by the committee chairman as it is under his/her control, as well as address the committee processes, communication and morale which can be done by relying on the strong leadership support being offered to the committee.

Figure 4.10: Local Authorities and Funds Accounts Committee

```
4  5

 4

3.5

 3

2.5

 2

1.5

 1

0.5

 0
                                                        J-
                                    t y
                                  /           j f          4 "
            JF                              J*
                              i Score
```
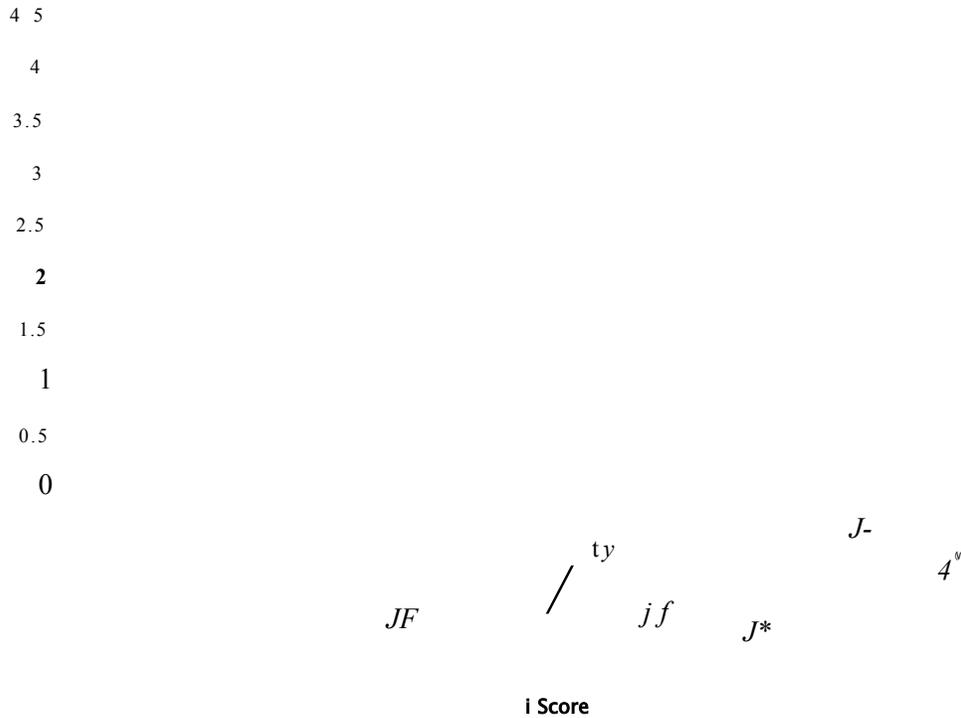
*Source:  Research  data*

Figure 4.10 illustrates the profile on the Local Authorities and Funds Accounts Committee. According to the figure the committee scored well on focus, processes, leadership support and structure. However, poor communication, morale and leadership sharing led to poor results. Consequently, the committee's leadership and membership should address their working relationships with an aim of achieving better results.

, t j

Figure 4.11: Committee on Defence and Foreign Relations

*3S*
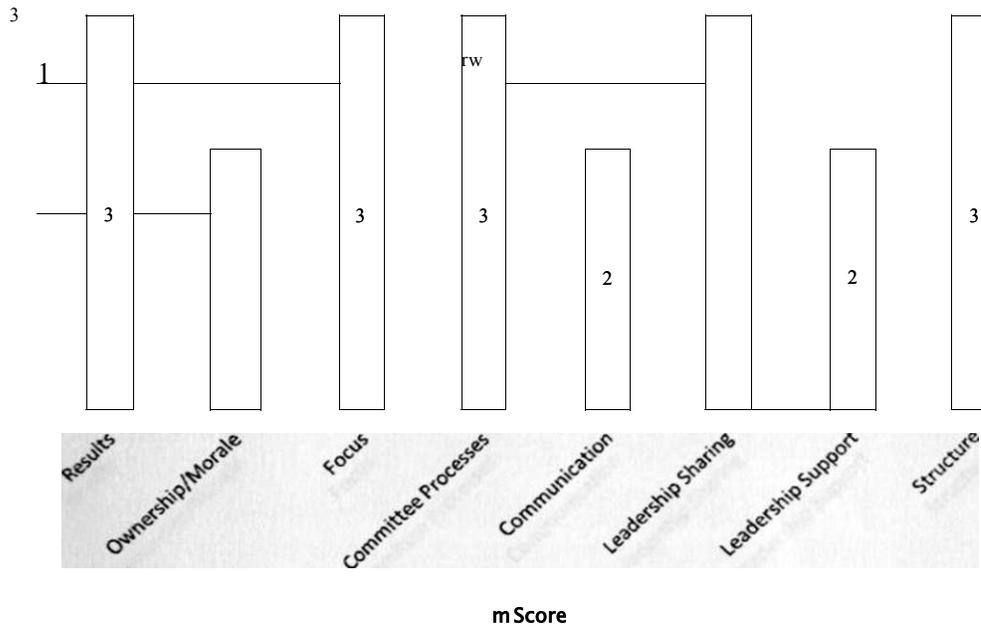


m Score

*Source:  Research  data*

Figure 4.11 illustrates the profile on the Committee on Defence and Foreign Relations.
According to the figure the committee scored well on focus, processes leadership sharing,
structure and results. However, morale, communication and leadership support scored
poorly. It could be inferred that the poor morale and communication among the members
is as a result of weak leadership support. KNA should therefore offer more leadership
support to the committee in order to better its results.

Figure 4.12: Committee on Agriculture, Livestock and Co-operatives

4.5 Bifefr  . •_
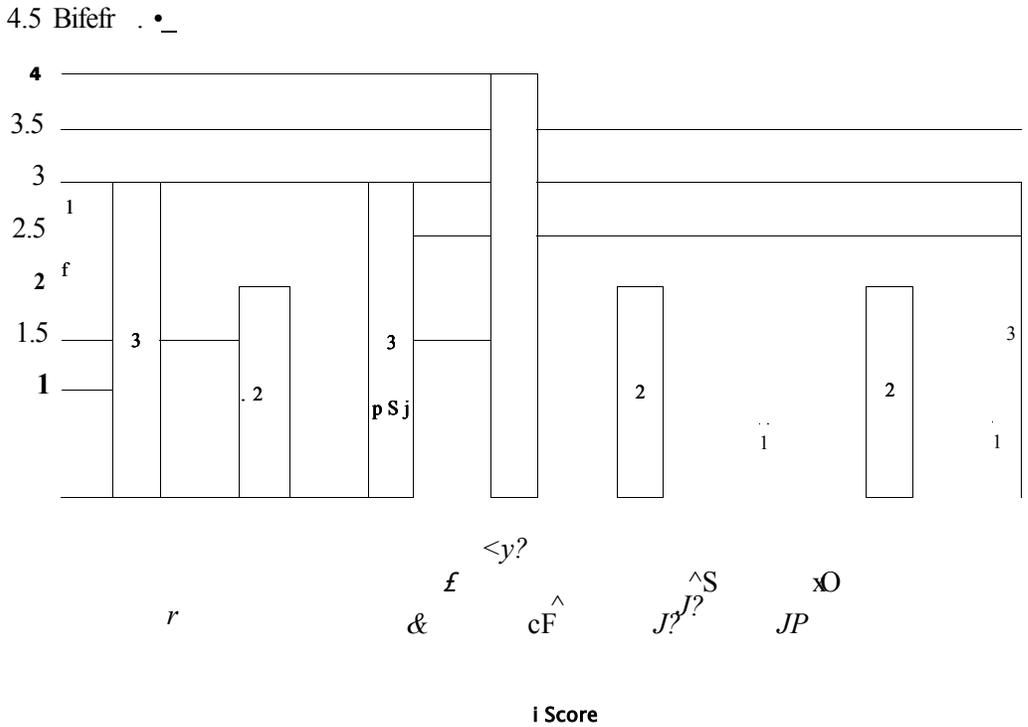


*Source:   Research   data*

Figure 4.12 illustrates the profile on the Committee on Agriculture, Livestock and Co-operatives. According to the figure the committee scored well on focus, processes, structure and results. However, morale, communication, leadership sharing and support scored poorly. Consequently, KNA should offer more leadership support to the committee, while the committee should focus on improving the leadership sharing, communication and morale among its members. This can be spearheaded by the committee chairman.

Figure 4.13: Average, by parliamentary committee, of Environment, Process and Outcome Factors
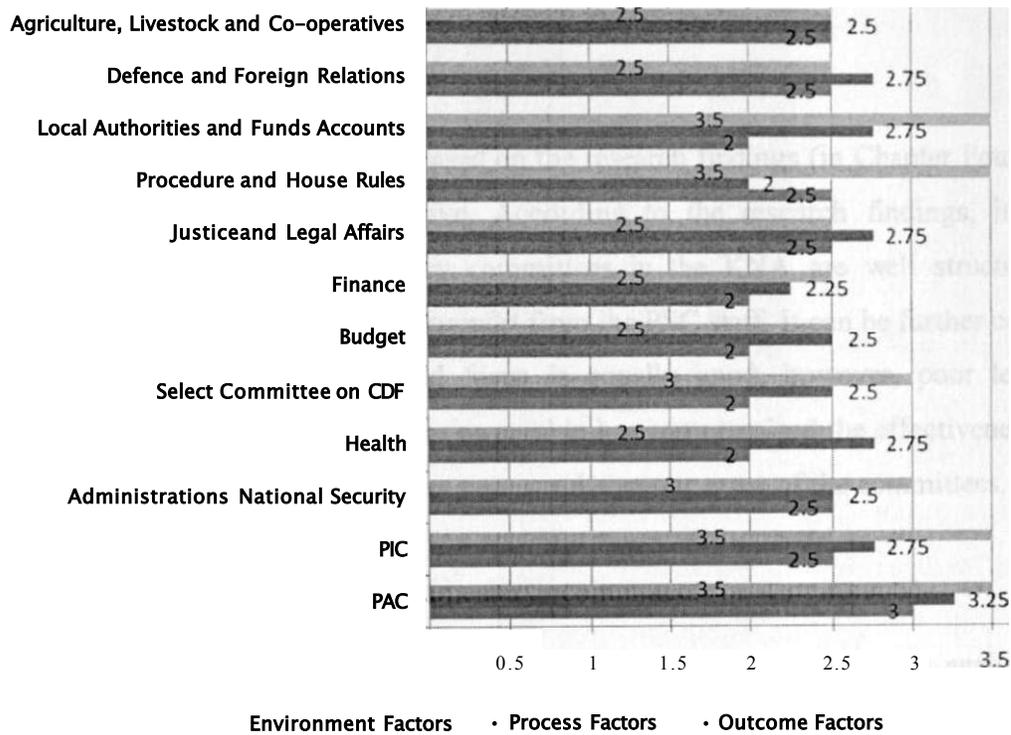


*Source: Research data*

Figure 4.13 illustrates the average, by parliamentary committee, of environment, process and outcome factors. According to the figure, all the committees' generally scored well on the environment factors (Leadership Support and Structure). However, with regard to the process factors (Focus, Communication, Leadership Sharing, and Group Processes) and outcome factors (Results and Morale) the committees' did not score that well. This indicates that KNA has generally provided a conducive environment for the committees but, the process factors, mainly communication and leadership sharing, have led to low morale/ownership and poor results among most committees. Therefore, the overall effectiveness of parliamentary committees at the KNA could be enhanced by addressing the committees' process factors leading to better results.

48

# CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Conclusions

The researcher drew conclusions based on the research findings (in Chapter Four) in line with the study's research objective. According to the research findings, it can be concluded that most parliamentary committees in the KNA are well structured and receive relatively good leadership support from the PSC staff. It can be further concluded that the committee processes and focus is equally good, however, poor leadership sharing, communication and morale/ownership has compromised the effectiveness of the parliamentary committees leading to poor results among most of the committees.

It should however be noted that, "committees play two important roles against which their effectiveness may be measured. The first consists of making recommendations for government action, the second, in developing awareness of an issue: "in the exposition of a situation or problem and in the publication of the evidence gathered during the course
<   ll
of the inquiry...(Kunz, 2002)." The success or effectiveness of committees in performing the former role, may be measured by the effect of their recommendations upon consequent government action. Kunz (2002) tempers this observation by warning that sometimes, it may take several years for a committee's recommendations to be adopted by the government. With regard to committees that attempt to achieve the second goal, their real value lies in the long-term educative effect produced by the accumulated evidence and information of their proceedings. Instead of being a cure-all, they are rather a contribution to the study of the subject and form the basis of further discussions in Parliament, in the departments of government concerned, and in the public at large. Their most obvious use is in areas where the problems are either still too rudimentary, or too controversial, or too elusive and bid for simple and straightforward solutions (Kuntz, 2002). Consequently, in this light, the effectiveness of parliamentary committees at the KNA can be somewhat put into question as most of their recommendations are rarely put

into consideration by government, especially the Executive arm of government. Moreover, the proceedings and results of the committees' are not sufficiently opened up and availed to the public in order to have the desired long-term educative effect upon which their effectiveness can measured.

## 5.2 Recommendations

Based on the conclusions of this study, the researcher recommends the following with regard to the effectiveness of parliamentary committees at the KNA. First and foremost, the committees that scored poorly on the outcome factors (Results and Morale) should focus on improving the process factors (Focus, Communication, Leadership Sharing, and Group processes) that are under their control. The committee should also seek help from the PSC staff and Speaker for improving the environment factors (Leadership Support and Structure) that may be causing a barrier to committee success.

Secondly, some committees scored well on the Results factor, and yet did not do well as a committee on some of the process factors (such as Focus, Communication, Leadership Sharing, and Group Processes). In these cases the committee has achieved success, but at a cost (e.g., one or two people doing the work, wasted effort because of poor processes, lack of communication and teamwork) that will someday have a negative impact on committee performance. In these cases, we still urge the committee to attempt to improve, despite the good results they are getting.

Finally, it is strongly recommended that KNA strengthens its oversight role in government by ensuring that the findings and recommendations of parliamentary committees are implemented and availed to all stakeholders, especially the public at large. This would ensure that the effectiveness of the committees is not compromised as well as enhance the contribution of parliamentary committees within the KNA, government and country (public).

## 5.3 Recommendation for further study

The researcher recommends that further research should be undertaken to investigate the role of parliamentary committees within the KNA as well as the MP's perception (as a representative of public interest) on effectiveness of the committees and their impact on the performance of the KNA in discharging its role in the Kenyan government.

# REFERENCES

Alchian, A.A. (1986), *Evolutionary theory: questioning managerial impact on firm performance,* in Barney, J.B., Ouchi, W.G. (Eds), Organizational Economics, Jossey-Bass, San Francisco, CA, pp.305-19.

Allen. M.P., Panian, S.K. & Lotz, R.E. (1979), Managerial succession and organizational performance: a recalcitrant problem revisted, *Administrative Science Quarterly,* Vol. 24 pp. 167-80.

Andersen, J.A. (2000), Leadership and leadership research, in Dahiya, D.F. (Eds), *Current Issues in Business Disciplines,* Vol. 5: Management II, Spellbound Publications, New Delhi, pp.2267-87.

Andersen, J.A. (2002), What we know about leadership and effectiveness, paper presented at the First International Workshop on Leadership Research, *European Institute for Advanced Studies in Management,* Oxford, December 16-17,.

Bennis, W. & Nanus, B. (1985), Leaders: *The Strategies for Taking Charge*, Harper & Row, New York, NY,.

Blake, R.R. & Mouton, J.S. (1964), *The Managerial Grid,* Gulf Publishing, Houston, TX,,

Brown, M.C. (1982), Administrative succession and organizational performance: the succession effect, *Administrative Science Quarterly,* Vol. 27 pp. 1-16.

Campbell S. M. (1977), *Parliamentary Control of the Executive through Parliamentary Committees:* Australia's Commonwealth Parliament: 1901 - 1988 Ten Perspectives.

C-SPAN, (2009) available at: http://www.c-span.org/guide/congress/glossary/confcomm.htm: *visited on 3(^h October 2009.*

Chandran, E. (2004). Research methods: *"A quantitative approach with illustrations from Christian Ministries.'"* Nairobi: Daystar University.

Collegiate Project Services (2006), *Recommended Benchmarks for Democratic Legislatures:* 10th, December 2006.

Commonwealth Parliamentary Association Conference (CPAC) (2008): *The Role of Parliament in Conflict Prevention and Resolution.* Kuala Lumpur, Malaysia 1 to 10 August 2008

Cyert L. & March D. (1963), *Measuring Effectiveness of Parliament: A Lawyers Perspective*: Adjunct Professor of Law, University of Adelaide and the Australian National University.

Downs, C. (1967), Real world research: *A resource for social scientists and practioner-researchers* (2nd ed.). Maiden: Blackwell publishing.

Drucker, E.L. (2006), *The new Member of Parliament and Committee.* Canada Parliamentary Centre Backgrounder.

Eitzen. D.S. & Yetman, N.R. (1972), Managerial change - longevity and organizational effectiveness. *Administrative Science Quarterly,* Vol. 17 pp. 1-16.

Fayol, H. (1923/1937), The administrative theory of the state, in Gulick, L., Urwick, L. (Eds), Papers on the Science of Administration, *Institute of Public Administration,* New York, NY, pp.99-114.

Forshee, T. M. (2006), *A Practical Treatise on the Law. Privileges, Proceedings and Usage of Parliament,* 2<sup>nd</sup> Edition, London Butterworths. UK.

Fiedler, F.E. (1967), *A Theory of Leadership Effectiveness,* McGraw-Hill. New York, NY,.

Fizel, J.F. & D'ltri, M P. (1999), Firing and hiring of managers: does efficiency matters? *Journal of Management*, Vol. 25 No.4, pp.567-85.

Fligstein G.W. (1990), *Working Structures of Parliaments in East Africa.* East African Publishers, Vol. 33 pp55-78.

Gamson, W.A. & Scotch, N.A. (1964), Scapegoating in baseball, *American Journal of Sociology,* Vol. 70 pp.69-72.

Gichohi P. (2006), *Effective Committee Membership*: A guide for Members of Parliament.

Grusky, O. (1963), Managerial succession, *American Journal of Sociology,* Vol. 69 pp.72-6.

Hogan, R., Curphy, G.J. & Hogan, J. (1994), What we know about leadership - effectiveness and personality, *American Psychologist,* Vol. 49 No.6, pp.439-504.

House, R.J. & Baetz, M.L. (1979), Leadership: some empirical generalizations and new research directions. *Research in Organizational Behavior,* Vol. 1 pp.341-423.

Inter-Parliamentary Union (2008), *Evaluating Parliament - A self-assessment toolkit for parliaments.* IPU, 2008.

Jaffee. D. (2001), *Organization Theory - Tension and Change,* McGraw-Hill, New York, NY,.

Katz, P. & Khan M. (1978). *Strengthening Government and Parliamentary Accountability in Victoria.* Victoria Press. Australia.

Kenya National Assembly Strategic Plan (2008-2018), Parliamentary Service Commission Publication.

Kothari, C., R. (2004), Research methodology: *Methods and techniques.* New Delhi: New age international (P) ltd publishers.

Lieberson, S. & O'Connor, J.F. (1972), Leadership and organizational performance: a study of large corporations, *American Sociological Review,* Vol. 37 pp. 117-30.

Mott, P.E. (1972), *The Characteristics of Effective Organizations,* Harper & Row, New York, NY,.

. . I 14 '.v

O'Connor R (1972), Member Of Parliament, Kenya Vice Chair, ACBF PARLIANET: *Strengthening Parliament as an institution - some recommended practices.* The African Capacity Building Foundation, July 2004.

Ogle, D. B. (2004) National Parliament-Republic of Timor-Leste: *Manual for Parliamentary Committee.* The United Nations Development Programmed. New York.

Owens, J E. & Loomis B. A. (2006), Qualified Exceptionalism: The US congress in comparative perspective. *The Journal of Legislative Studies.* Vol., 12. No 3 & 4 pp. 258 - 290.

ttltltl

Oxford University Press (2008), Advanced Learners Dictionary: New York. NY,. Oxford University Press.

Parliamentary Centre (2001), *The new Member of Parliament and committees:* Canadian Parliamentary Report.

Perrow (1984), *Measuring the Effectiveness of the Indian Parliament.* New Delhi Publishers.

Scon M. (2003), *Strengthening Government and Parliamentary Accountability in Victoria,* New York Publishers, NY.

Select Committees (2001), Report on live broadcasting of parliamentary proceedings by select committees in finance 20001.

Steers, P. & Porter D. (1991), *Legislative Oversight and Budgeting* - A World Publishing.

Thomas, A.B. (1993), *Controversies in Management*, Routledge, New York, NY,.

Thompson J. (1967), *Managerial Psychology,* 2nd Ed., University of Chicago Press: Chicago IL

Wang V. (2005), *The Accountability Function of Parliament in New Democracies:* Tanzanian Perspective.

www.wikipedia.org.(http://en.wikipedia.org/wiki/Committee) *visited on 3(/<sup>h</sup> October*
     *2009.*


Yukl. G.A. (1998), *Leadership in Organizations*, Prentice-Hall, New York. NY,.


Zammuto M. (1984), Rating the Effectiveness of Parliamentary Reports. *Legislative*
     *Studies* Vol 15 (1) Spring 2000

*I'll • t: br       ••*

**APPENDIX I: INTERVIEW GUIDE**

Introduction: This interview session aims at gathering data/information relating to the effectiveness of parliamentary committees at the Kenya National Assembly.

1. In your opinion, do you think the [committee name] in which you served as [chair/member] achieved measurable results? Why?

2. Please comment on the ownership/morale exhibited among the committee members within the [committee name].

3. Please elaborate whether the focus of [committee name] in which you served as [chair/member] was clear to all the members with regard to their mission and individual responsibilities?

4. "It is expected that parliamentary committees use formal problem solving or decision-making tools in reaching consensus." In this light, please comment on the team processes exhibited among the committee members with respect to what was accomplished at committee meetings.

5. How would you describe the level of communication within the [committee name] in which you served as [chair/member]? Why?

6. Please comment on leadership sharing among the committee members within the [committee name].

7. Please describe the level of leadership support that was accorded to the [committee name] with respect to resources from management and parliamentary staff at the KNA as well as implementation of the committee's ideas.

8. "An effective parliamentary committee is expected to possess appropriate functional or cross-functional representation as well as be of a manageable size."[7] Could this be said to have been the case at the [committee name]? Why?



Thank you.