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THE NATIONAL ASSEMBLY

TWELFTH PARLIAMENT-SECOND SESSION

SNA
3/7/18
Paper Land by the
Hon. Maino Kamanda
mya
Wed, 04.7.2018.

LIAISON COMMITTEE

DELEGATION REPORT OF THE EXECUTIVE LEADERSHIP
AND GOVERNANCE PROGRAMME HELD BETWEEN 12TH
AND 16TH MARCH, 2018 IN KUALA LUMPUR, MALAYSIA

JUNE 2018

Directorate of Committee Services
The National Assembly,
Parliament Buildings, Continental House, Room 402
NAIROBI.

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Pictures of the delegation in Malaysia

1.0 PREFACE

Mr. Speaker, Sir,

The Liaison Committee of the National Assembly is established in accordance with the provisions of Standing Order 217 of the National Assembly. Its mandate as provided for in S.O. 217(2) includes, among others:

- i. guide and co-ordinate the operations, policies and mandates of all Committees;
- ii. deliberate on and apportion the annual operating budget among the Committees;
- iii. consider the programmes of all Committees, including their need to travel and sit away from the precincts of Parliament;
- iv. ensure that Committees submit reports as required by the Standing Orders;
- v. determine, whenever necessary, the committee or committees to deliberate on any matter; and
- vi. give such advice relating to the work and mandate of select committees as it may consider necessary.

1.1 Committee Membership

The Committee comprises of the following Members:

1. **Hon. Moses Cheboi, CBS, MP - Deputy Speaker & Chairperson, Liaison Committee)**
2. **Hon. Soipan Tuya, MP - First Chairperson of Committees and V/Chair, Liaison Committee**
3. **Hon. Adan Duale, EGH, MP - Leader of Majority Party & Chairperson, Committee on Selection**
4. **Hon. Ali Wario, MP - Chairperson, Labour and Social Welfare Committee**
5. **Hon. Katoo Ole Metito, EGH, MGH, MP - Chairperson, Defence & Foreign Relations Committee**
6. **Hon. Jeremiah Kioni, MP - Chairperson, Constitution Implementation Oversight Committee**
7. **Hon. Maoka Maore, MP - Chairperson, NG-Constituencies Development Fund Committee**
8. **Hon. William Cheptumo, MP - Chairperson, Justice & Legal Affairs Committee**
9. **Hon. Kimani Ichungwah, MP - Chairperson, Budget & Appropriations Committee**
10. **Hon. David Gikaria, MP - Chairperson, Energy Committee**
11. **Hon. Julius Melly, MP - Chairperson, Education, Research & Technology Committee**
12. **Hon. Maina Kamanda, EGH, MP - Chairperson, National Cohesion & Equal Opportunity Committee**
13. **Hon. Kanini Kega, MP - Chairperson, Trade, Industry & Cooperatives Committee**

14. **Hon. Kareke Mbiuki, MP** - Chairperson, Environment & Natural Resources Committee
15. **Hon. Paul Koinange, MP** - Chairperson, Administration & National Security Committee
16. **Hon. (Dr.) Rachael Nyamai, MP** - Chairperson, Lands Committee
17. **Hon. Sabina Chege, MP** - Chairperson, Health Committee
18. **Hon. Moitalel Ole Kenta, MP** - Chairperson, Committee on Implementation
19. **Hon. William Kisang, MP** - Chairperson, Communication, Innovation & Information Committee
20. **Hon. Naisula Lesuuda, MP** - Chairperson, Committee on Regional Integration
21. **Hon. Joseph Limo, MP** - Chairperson, Finance & National Planning Committee
22. **Hon. Opiyo Wandayi, MP** - Chairperson, Public Accounts Committee
23. **Hon. David Pkosing, MP** - Chairperson, Transport, Public Works and Housing
24. **Hon. (Dr.) Victor Munyaka, MP** - Chairperson, Sports, Tourism & Culture
25. **Hon. Kathuri Murungi, MP** - Chairperson, Special Funds Accounts Committee
26. **Hon. Abdullswamad Nassir, MP** - Chairperson, Public Investments Committee
27. **Hon. Gladys Boss Shollei, CBS, MP** - Chairperson, Committee on Delegated Legislation
28. **Hon. Ezekiel Machogu, MP** - Chairperson, Committee on Members' Services & Facilities
29. **Hon. Adan Haji Ali, MP** - Chairperson, Agriculture and Livestock Committee
30. **Hon. Joash Nyamoko, MP** - Chairperson, Parliamentary Broadcasting & Library Committee

1.2 Committee Secretariat

The Secretariat is comprised of the following officers of the House;

Mr. Peter Chemweno	- Deputy Director, Directorate of Committee Services
Ms. Susan Maritim	- First Clerk Assistant & Lead Clerk
Ms. Christine Ndiritu	- Third Clerk Assistant
Dr. Kefa Omoti	- Research & Policy Analyst

Mr. Speaker, Sir,

A delegation from the Liaison Committee undertook a five-day training on Executive Leadership and Governance at the Sunway Putra Hotel in Kuala Lumpur, Malaysia; facilitated by the Kenya Institute of Management in collaboration with the Malaysia Institute of Management (MIM) between the 12th and 16th of March 2018. The Programme was themed around Building Reputable Institutions through good governance. It was a blend of both conference and organizations study tours to ensure that the delegates learn and also interact

with leaders from award winning organizations from Malaysia. The Programme focussed on areas touching on;

1. Fundamentals of Corporate Governance
2. Risk of Corporate Governance
3. Making Corporate Governance a reality

The programme provided a platform for the Members to appreciate the place of Good Corporate Governance in the public sector; noting that; Public authorities' corporate governance, through the delivery of public services, aims at satisfying the citizens' needs and the public benefit respectively.

The programme was intended to appraise Members that in the same way Corporate Governance in the private sector in the early '90s aimed at improving corporate management, increasing responsibility and transparency, for regaining trust of the shareholders; the public authorities corporate governance aims at developing and improving management and control mechanisms, taking and fulfilling responsibilities of the public personalities (politicians, public servants among others), for regaining the trust of the citizens.

To this end, the Members received presentations by organizational leaders as well as industry visits to award winning organizations including PETRONAS Berhad Malaysia among others. It is therefore, my pleasant duty and privilege, on behalf of the delegation to Malaysia, to present this report to the House for noting.

Signature.....

Date.....

THE HON. MAINA KAMANDA, EGH, MP
LEADER OF DELEGATION

2.0 INTRODUCTION

The functions of the Liaison Committee as provided for under Standing Order No. 217 includes among others, guiding and coordinating the operations, policies and mandates of all Committees. The Committee is also expected to enhance service delivery of all Committees of the House.

As earlier indicated, the delegation attended the programme from the 12th to 16th March, 2018 at the Sunway Putra Hotel in Kuala Lumpur, Malaysia. During the course of the engagements, Members appreciated that making sense of the changing institutional dynamics, conflict priorities, optimizing limited resources and creating an innovative edge are just some of the issues leaders have to contend with on a day-to-day basis as they strive to make positive decisions that can give their institutions a competitive edge.

Programme Participants

The programme participants were as follows;

1. Hon. Maina Kamanda, EGH, M.P., Leader of the Delegation
2. Hon. Dr. Rachael Nyamai, M.P.
3. Hon. (Dr.) Victor Munyaka, M.P.
4. Hon. William Kisang, M.P.
5. Hon. Paul Koinange, M.P.
6. Hon. Ali Wario, M.P.
7. Hon. Adan Haji Ali, M.P.
8. Hon. Joash Nyamoko, M.P.

Delegation Secretary

Ms. Christine Ndiritu - Third Clerk Assistant

3.0 PROGRAMME DELIBERATIONS

3.1 OPENING SESSION

3.1.1 Welcoming Remarks by CEO, Malaysian Institute of Management (MIM)

Mr. Sivanganam Rajaretnan welcomed the delegates to Malaysia and the training. He informed the participants that MIM had been in existence for over 5 decades. He further noted that for institutions to operate effectively there should be ethical leadership coupled with good governance values.

He further noted that there needs to be a great followership on the part of the consumers or citizens who are the direct beneficiaries of the successes of such institutions. Such is brought about by the constant generation and implementation of development programmes that are aimed at enhancing the livelihoods of the citizens. This in turn is translated to great leadership.

4.1.2 Welcoming Remarks by the CEO, Kenya Institute of Management

Mr. Muriithi Ndegwa equally welcomed the participants to the training noting that the Institute has been in existence for 63 years. He further cited that successively running of industries in the current complex and changing world requires the application of values touching on volatility, complexity and ambiguity in the decisions reached by various leaders of the various institutions.

3.2 Introduction to Basic Corporate Governance

Members of the delegation noted that corporate governance is the organization's internal structure that will allow it to comply with domestic laws and regulations. It is similar to Corporate Social Responsibility, with a commitment to contribute to sustainable economic development by working with employees, the local community and society at large to improve their lives.

Corporate Governance is a system by which organizations are directed and controlled. It is often about decision making and how to make changes to meet new strategies.

According to Adrian Cadbury, corporate governance provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined.

The purpose for corporate governance is to facilitate effective entrepreneurial and prudent management that can deliver the long-term success of an organization.

Governance, as a system of direction and control, entails the creation of a Company by the Shareholders who elect a management team to run the affairs of the Company. The shareholders offer decisions, strategies and possible risks. In return, the management team is charged with ensuring performance, internal controls and offering risk management solutions.

Good governance is therefore ensuring that there is trust between the management, investors, employees and other stakeholders through accountability, responsibility, transparency, and fairness.

3.2.1 Core Principles of Corporate Governance

Good corporate governance is a key factor in underpinning the integrity and efficiency of a company. This is brought about by 4 key components; Fairness, Accountability, Responsibility and Transparency.

1. Fairness – It refers to the equal treatment of all stakeholders including employees, communities and public officials. The fairer the entity appears to stakeholders, the more likely it is that it can survive the pressure of interested parties;
2. Corporate Accountability – It refers to the obligation and responsibility to give an explanation or reason for the organization's actions and conduct;
3. Responsibility – It refers to the authority to act on behalf of the organization – accept full responsibility for the powers that it is given and the authority that it exercises
4. Transparency – It refers to the openness and willingness by a company to provide clear information to shareholders and other stakeholders

Strong Corporate Governance maintains stakeholders' confidence, whose support can help for further growth of the company. Organizations that implement the principles of good corporate governance into the working environment life will ensure corporate success and growth.

3.2.2 Roles and Responsibilities of the Board, CEO & Senior Management, Board Committees and Oversight Bodies

Board: It offers stewardship in terms of providing a strategy, highlighting the risks involved while engaging in the business and is the ultimate decision maker.

In terms of Control, the Board is concerned with the general Performance of the employees, puts in place measures aimed at offering risk management guidelines and offers internal control of the entire organization.

CEO & Senior Management: They are responsible and accountable for overseeing day to day operations in the organization and they are the executors of the strategies put in place by the Board.

Board Committees: There are different specialized Committees aimed at managing specific tasks where there are detailed and in-depth deliberations on critical topics that arise in the course of running the organization. Selection of board members to committees is based on qualifications and expertise of the various members. This therefore translates to board committees that are topic specific, qualified, specialised and independent in terms of the execution of their already outlined unique role. Typically, the board Committees approve appointment or suitable and apt consultants & service providers and also approve policies and monitoring procedures to ensure that operations of the consultants are in compliance with legal and regulatory requirements.

Oversight Bodies: They form the second line of defence in support of the Board's ultimate responsibility to ensure good governance and compliant culture. They are independent in nature and report directly to the Board. They challenge the robustness of practices and procedures, controls and measures already in place in the day-to-day running of the organization.

3.2.3 Cases of Corporate Governance Failure – Case Studies

The participants had an opportunity to explore various case studies of organization that had fallen as a result of poor corporate governance structures within those institutions; including;

1. LEHMAN BROTHERS

Lehman Brothers Holdings Inc. was a global financial services firm. Before declaring bankruptcy in 2008, Lehman was the fourth-largest investment bank in the United States, doing business in

investment banking, equity and fixed-income sales and trading, research, investment management, private equity, and private banking. Lehman was operational for 158 years from its founding in 1850 until 2008.

On September 15, 2008, the firm filed for Chapter 11 bankruptcy protection following the massive exodus of most of its clients, drastic losses in its stock, and devaluation of assets by credit rating agencies, largely sparked by Lehman's involvement in the subprime mortgage crisis, and its exposure to less liquid assets. Lehman's bankruptcy filing is the largest in US history, and is thought to have played a major role in the unfolding of the late-2000s global financial crisis. The market collapse also gave support to the "Too Big to Fail" doctrine.

The structure of the Board had 10 members, where the Chairperson and the CEO was the same person. It had 9 retired members whose average age was 68 years. Four members of the board were 75 years old, with a US Navy officer and a theatrical producer among the 9 members.

A look at the structure of the Board revealed a not too glossy picture of those charged with the decision-making organ of the institution, given that there was no fresh or young energy representation at that level and that there were unnecessary professionals in the board, including the US Navy Officer and the Theatrical Producer who had no experience in the investment banking sector which was the Company's core business. A sense of awarding of cronies came about in the deliberations over the composition of the Board of Management at Lehman Brothers.

It was also established that members of the Board drew high yearly bonuses with their remuneration ranging between USD 325,000 to USD 397,000. The Chairperson of the Board, who also coupled up as the CEO received USD 500,000,000 in remuneration from 1993 to 2007.

2. SATYAM COMPUTER SERVICES LIMITED

Satyam Computer Services Limited is a global consulting and IT services company, offering a wide array of solutions, from strategy consulting right through to implementing IT solutions for customers. Satyam offers a range of expertise aimed at helping customers re-engineer and re-invent their businesses to compete successfully in an ever-changing marketplace.

The Satyam Computer Services, scandal was a corporate scandal affecting India-based company Satyam Computer Services in 2009, in which the chairman, Ramalinga Raju, confessed that the company's accounts had been falsified.

Satyam's shares fell to 11.50 rupees on 10 January 2009, their lowest level since March 1998, compared to a high of 544 rupees in 2008. On the New York Stock Exchange, Satyam shares peaked in 2008 at US\$29.10. By March 2009, they were trading around US\$1.80.

On 14 January 2009, Price Waterhouse, the Indian division of PricewaterhouseCoopers, announced that its reliance on potentially false information provided by the management of Satyam may have rendered its audit reports "inaccurate and unreliable".

On 22 January 2009, the Criminal Investigation Department (CID) told the court that the actual number of employees was only 40,000 and not 53,000 as reported earlier and that Mr. Raju had been allegedly withdrawing US\$3 million every month for paying the 13,000 non-existent employees.

The Indian government designated A. S. Murthy to become the new CEO of Satyam effective 5 February 2009. Special advisors were also appointed.

On 4 November 2011, the Supreme Court granted bail to Ramalinga Raju, as well as two others accused in the scandal, since the investigation agency Central Bureau of Investigation (CBI) had failed to file a charge sheet, despite having already had 33 months (from the time of Raju's arrest) to do so.

On 15 September 2014, the special CBI court hearing the case asked the concerned parties to appear before the court on 27 October 2014. Date of judgement was to have been indicated later on that day.

On 9 April 2015, Raju and nine others were found guilty of collaborating to inflate the company's revenue, falsifying accounts and income tax returns, and fabricating invoices, among other findings, and sentenced to seven years imprisonment by Hyderabad court.

On 13 April 2009, via a formal public auction process, a 46% stake in Satyam was purchased by Mahindra & Mahindra owned company Tech Mahindra, as part of its diversification strategy. Effective July 2009, Satyam rebranded its services under the new Mahindra management as "Mahindra Satyam". After a delay due to tax issues, Tech Mahindra announced its merger with Mahindra Satyam on 21 March 2012, after the board of two companies gave the approval. The companies are merged legally on 25 June 2013.

3.2.4 Risk Management Framework

Risk Management has gained importance and has increasingly become high profile due to:

- i. The high number of corporate failures in the world.
- ii. Increasing stakeholder expectations.
- iii. Need for accurate reporting of information to regulatory authorities (financial & non-financial).
- iv. The company directors need assurance that key risks have been identified and appropriate steps have been taken to manage these risks.

Organizations are taking an interest in Risk Management because it:

- i. Increases operational efficiency by minimising interruptions - risk identification process.
- ii. Increases process efficiency by adopting most efficient and effective method of doing things and can integrate process changes well.
- iii. Strategy developed will be in line with required outcomes.

In today's world, organisations cannot afford to be caught "off guard" by unexpected events that can cause:

- i. Financial loss
- ii. Physical damage
- iii. Loss of market share
- iv. Damage to brand name

The key benefits of risk management include;

- i. Helps achieve company's Key Performance Indicators (KPIs) and goals.
- ii. Clearer roles and responsibilities (risk ownership and accountability).
- iii. Increased assurance on quality, accuracy and integrity of information for decision making.
- iv. Improved internal customer service levels (e.g. less complaints) as issues are anticipated and addressed prior to reporting.
- v. Efficient allocation of time and resources to managing risk.
- vi. More structured risk management means less fire-fighting.

Enterprise Risk Management Framework was defined a process effected by an entity's board of directors, management, and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risk.

Key steps to developing a successful risk management framework:

- i. A clear understanding of the risk management process.
- ii. The risk awareness culture within the organisation must be strong.
- iii. Risk management framework must facilitate communication and information flow within the organisation.

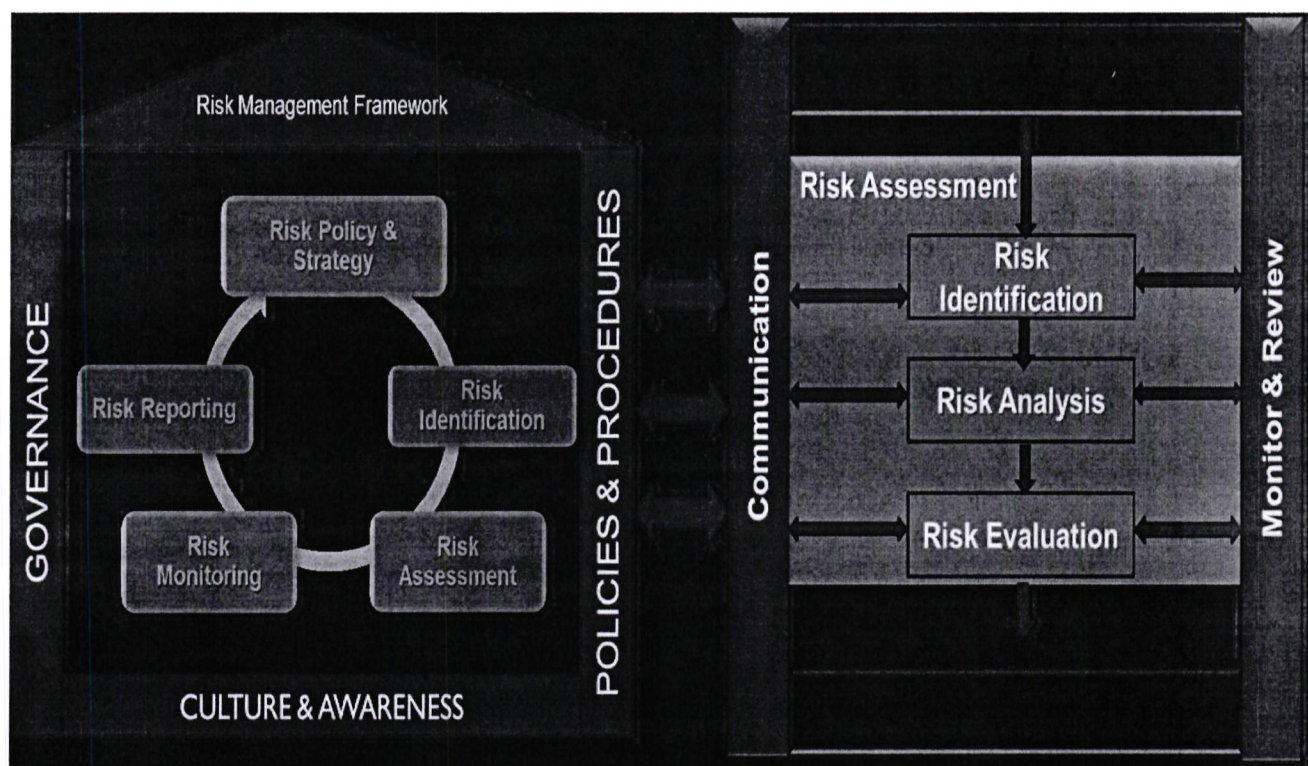


Fig. 1: Risk Management Framework

a) Risk Identification

It is the process of determining risks that could potentially prevent the program, enterprise, or investment from achieving its objectives. It includes documenting and communicating the concern. Risk Identification Techniques include;

- i. Brainstorming workshops
- ii. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- iii. Risk Profiling
- iv. Flowcharts & Dependency Analysis

b) Risk Assessment

This is a systematic process of evaluating the potential risks that may be involved in a projected activity or undertaking. Risk Assessment Techniques include;

- i. Determining the likelihood and impact of all risks
- ii. Evaluating the effectiveness of existing controls
- iii. Determining the need for new controls

c) Risk Analysis and Evaluation

Risk analysis can be "broadly defined to include risk assessment, risk characterization, risk communication, risk management, and policy relating to risk, in the context of risks of concern to individuals, to public- and private-sector organizations, and to society at a local, regional, national, or global level."

Risk Evaluation is the process used to compare the estimated risk against the given risk criteria so as to determine the significance of the risk.

d) Risk Response

This is the process of developing strategic options, and determining actions, to enhance opportunities and reduce threats to the project's objectives.

Common Risk Management Failures

a) Poor Governance and Tone of the Organization

Executive management's tone at the top provides a vital foundation for the transparency, openness and commitment to continuous improvement that are so necessary for effective risk

management. The tone at the top must therefore be complemented with an effective tone in the middle.

b) Reckless Risk-Taking

Reckless risk taking is an enterprise value killer. It represents undertaking risks that the Board of Directors and/or executive management neither understand nor approve.

c) Inability to Implement effective Enterprise Risk Management (ERM)

Most efforts to implement ERM are unfocused, severely resource-constrained and pushed down so far into the organization that it is difficult to establish their relevance.

d) Non-existent, Ineffective or Inefficient Risk Assessment

Failure arises when risk assessment activities are not identifying the critical enterprise risks effectively, efficiently and promptly.

e) Not Integrating Risk Management with Strategy Setting

Failure occurs when risk is treated as an afterthought to strategy-setting, resulting in strategic objectives that may be unrealistic and risk management becoming an appendage to performance management.

3.2.5 Industry Visits and Interactions

The delegation was also accorded an opportunity to visit and interact with some of the leading organizations in the world in a bid to appreciate the place and importance of good corporate governance practices. The interactions accorded the participants an opportunity to experience proper leadership and corporate governance practices yielding positive results in organizations. Among those institutions visited and/or interacted with were;

- a) AXIATA Group Berhad, which is a Malaysian telecommunications conglomerate with extensive operations in Asia. It is the country's largest wireless carrier.
- b) PETRONAS, short for Petroliam Nasional Berhad, a Malaysian oil and gas company that was founded on 17 August 1974. It is owned by the country's Ministry of Finance.
- c) TOP GLOVE CORPORATION BERHAD, which is a rubber glove manufacturer. The company owns and operates 34 manufacturing facilities in Malaysia, Thailand, China and marketing offices in Malaysia, United States and Germany. The company was founded in

Malaysia in 1991 as a modest business venture of 1 factory, 1 glove production line and 100 staff.

Top Glove has since emerged as the world's largest manufacturer of gloves, commanding 25% of the world market share. With its eye on the next level of success, Top Glove now aspires to increase its global market share to 30% by 2020. It is also aggressively expanding its business scope and on the lookout for M&A opportunities in similar and related industries.

4.0 CONCLUSION

As a result of the interactions, the delegation arrived at the following conclusions;

1. The basic pre-requisite for progress is good governance; which entails quality, honesty, loyalty, commitment and dedication, competition & merit;
2. Bad Governance entails planning but with poor or lack of implementation. Further, it entails having competent leaders and/or managers but marred with corruption and wastage;
3. There is no substitution for good governance. One can possess all the best qualities of leadership, great academic qualifications and political patronage, but the standard of governance will determine a Country's success or failure, viability and sustainability in the future;
4. Political leadership has to be strong, fair and reasonable, able and accountable, for greater national progress.

5.0 RECOMMENDATION

A similar training should be extended to the other members of the Liaison Committee. This will accord the leadership of Committees an opportunity to appreciate the place of good corporate governance values in the public sector.







MINUTES OF THE 4TH SITTING OF THE LIAISON COMMITTEE HELD IN COMMITTEE ROOM NO. 7, MAIN PARLIAMENT BUILDINGS ON WEDNESDAY, 21ST MARCH, 2018 AT 11.00 A.M.

PRESENT

1. **The Hon. Moses Cheboi, CBS, M.P.** - Chairperson
2. The Hon. Soipan Tuyu, M.P. - Vice Chairperson
3. The Hon. Adan Duale, EGH, M.P.
4. The Hon. Maina Kamanda, EGH, M.P.
5. The Hon. William Cheptumo, M.P.
6. The Hon. Kimani Ichungwah, M.P.
7. The Hon. David Gikaria, M.P.
8. The Hon. Kanini Kega, M.P.
9. The Hon. Kareke Mbiuki, M.P.
10. The Hon. Paul Koinange, M.P.
11. The Hon. Moitalel Ole Kenta, M.P.
12. The Hon. Joseph Limo, M.P.
13. The Hon. (Dr.) Victor Munyaka, M.P.
14. The Hon. Ezekiel Machogu, M.P.
15. The Hon. (Dr.) Rachael Nyamai, M.P.
16. The Hon. Kathuri Murungi, M.P.
17. The Hon. Opiyo Wandayi, M.P.
18. The Hon. William Kisang, M.P.
19. The Hon. Adan Haji Ali, M.P.

APOLOGY

1. The Hon. Katoo Ole Metito, EGH, MGH, M.P.
2. The Hon. Jeremiah Kioni, M.P.
3. The Hon. Julius Melly, M.P.
4. The Hon. Sabina Chege, M.P.
5. The Hon. Naisula Lesuuda, M.P.
6. The Hon. David Pkosing, M.P.
7. The Hon. Abdullswamad Nassir, M.P.
8. The Hon. Gladys Boss-Shollei, M.P.
9. The Hon. Ali Wario, M.P.
10. The Hon. Maoka Maore, M.P.
11. The Hon. Joash Nyamoko, M.P.

IN-ATTENDANCE

SECRETARIAT

1. Ms. Susan Maritim - First Clerk Assistant
2. Ms. Christine Ndiritu - Third Clerk Assistant
3. Dr. Kefa Omoti - Research & Policy Analyst

4. Ms. Mary Otieno - Office Assitant
5. Mr. Joshua Lenambeti - Serjeant-At-Arms

MIN.NO. /LC/017/2018: PRELIMINARIES

The meeting was called to order at fifteen minutes past Eleven o'clock, followed by prayers.

MIN.NO. /LC/018/2018: CONFIRMATION OF MINUTES

Minutes of the 3rd sitting of the Committee were confirmed as a true record of the proceedings, having been proposed by the Hon. William Kisang, M.P. and seconded by the Hon. Ezekiel Machogu, M.P.

MIN.NO. /LC/019/2018: MATTERS ARISING

The following matters arose:-

UNDER MIN.NO./LC/013/2018

It was noted that the Hon. William Kisang, M.P. was missing in the list of members who attended the course on Executive Leadership and Governance in Kuala Lumpur, Malaysia, while the Hon. Adan Haji Ali, M.P. appeared twice on the delegation list.

UNDER MIN.NO./LC/014/2018

Members' Welfare

The Committee considered the Report by the Sub-Committee tasked to evaluate the quality and security of Committee Chairpersons' office accommodation, located at Harambee Sacco Plaza.

It was noted that there is unnecessary bureaucracy in the system of Parliament, thus causing delays in processing of necessary services for Members of Parliament.

The Committee was also informed that some Chairpersons were using their resources to furnish their respective offices. It was resolved that furniture for offices occupied by the Chairpersons of Committees be availed to the respective offices. The Chairperson undertook to follow up the matter with the Clerk of the National Assembly.

Committee Manual

The matter was deferred to the next sitting of the Committee. It was however resolved that the Hon. Soipan Tuya, M.P. (Vice-Chairperson) be included in the membership of the sub-committee tasked to spearhead the matter on the development of a Committee Manual.

MIN.NO. /LC/020/2018: CONSIDERATION OF THE DELEGATION REPORT ON THE FINANCIAL INNOVATIONS AND EMERGING ISSUES SEMINAR HELD ON 6TH TO 10TH FEBRUARY, 2018 IN KUALA LUMPUR, MALAYSIA

The Hon. Soipan Tuyu, M.P., leader of the delegation, gave a summary of the Report.

Members observed that the seminar brought out the National Higher Education Fund Corporation in Malaysia, likened to the Higher Education Loans Board (HELB) in Kenya, a concept borrowed from Kenya by the Malaysian Government, was a great success, ensuring Malaysian students, requiring education funding, pursued their studies in local institutions of higher learning.

Further, it was highlighted that the seminar canvassed the importance of transparency on the part of leaders, thus promoting prudent resource allocation, utilisation and ultimately, good governance.

**MIN.NO. /LC/021/2018: CONSIDERATION OF THE DELEGATION REPORT ON
THE EXECUTIVE GOVERNANCE AND LEADERSHIP
PROGRAMME HELD ON 12TH TO 16TH MARCH, 2018 IN
KUALA LUMPUR, MALAYSIA**

The Hon. Maina Kamanda, EGH, M.P., leader of the delegation, gave a summary of the Report.

The Committee underscored the importance of having Committee Chairpersons equipped with the necessary knowledge and skills to offer guided leadership in their various Committees. This, it was noted, would be achieved through according Chairpersons an opportunity to attend various courses that are geared towards leadership, governance, accountability, among others.

MIN.NO. /LC/022/2018: ANY OTHER BUSINESS

The Committee was informed that the Kenya Institute of Management (KIM) is organising another programme on Executive Leadership and Governance scheduled to take place in May, 2018 in Singapore.

The secretariat was tasked to liaise with the Institute and ensure that the dates for the training are in line with the long recess scheduled for 4th May to 4th June, 2018 in a bid to ensure that various Chairpersons would be available to attend.

Further, it was proposed that Committee Chairpersons be accorded an opportunity to interact with other countries that have the Presidential System of Government, including France and USA.

MIN.NO. /LC/023/2018: ADJOURNMENT

There being no other business the meeting was adjourned at thirty minutes past twelve o'clock.

SIGN.....

DATE 28/03/2018

**HON. MOSES CHEBOI, CBS, M.P.
CHAIRPERSON**

REPUBLIC OF KENYA



TWELFTH PARLIAMENT - (SECOND SESSION)

THE NATIONAL ASSEMBLY

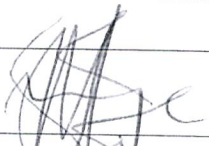
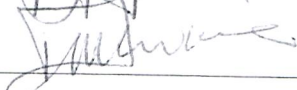

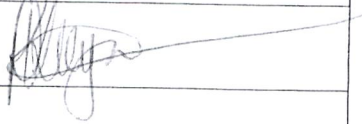
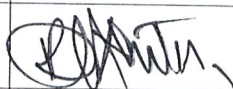
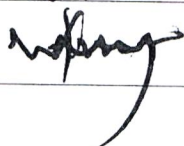


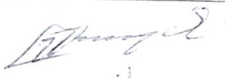
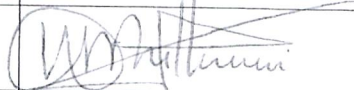
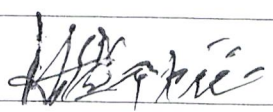
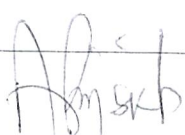
LIAISON COMMITTEE

ATTENDANCE REGISTER

Date: 21st March 2018

Venue: Room 7

	HON. MEMBER	SIGNATURE
1.	Hon. Moses Cheboi, CBS, M.P. (Deputy Speaker & Chairperson, Liaison Committee)	
2.	Hon. Soipan Tuya, M.P. First Chairperson of Committees and V/Chair, Liaison	
3.	Hon. Adan Duale, EGH, M.P. (Leader of Majority Party)	
4.	Hon. Katoo Ole Metito, EGH, MGH, M.P.	
5.	Hon. Maoka Maore, M.P.	
6.	Hon. Jeremiah Kioni, M.P.	
7.	Hon. William Cheptumo, M.P.	
8.	Hon. Kimani Ichungwah, M.P.	
9.	Hon. David Gikaria, M.P.	
10.	Hon. Julius Melly, M.P.	
11.	Hon. Maina Kamanda, EGH, M.P.	

	HON. MEMBER	SIGNATURE
12.	Hon. Kanini Kega, M.P.	
13.	Hon. Kareke Mbiuki, M.P.	
14.	Hon. Paul Koinange, M.P.	
15.	Hon. (Dr.) Rachael Nyamai, M.P.	
16.	Hon. Sabina Chege, M.P.	
17.	Hon. Moitalel Ole Kenta, M.P.	
18.	Hon. William Kisang, M.P.	
19.	Hon. Naisula Lesuuda, M.P.	
20.	Hon. Joseph Limo, M.P.	
21.	Hon. Opiyo Wandayi, M.P.	
22.	Hon. David Pkosing, M.P.	
23.	Hon. (Dr.) Victor Munyaka, M.P.	
24.	Hon. Kathuri Murungi, M.P.	
25.	Hon. Abdullswamad Nassir, M.P.	
26.	Hon. Gladys Boss-Shollei, M.P.	
27.	Hon. Ezekiel Machogu, M.P.	
28.	Hon. Ali Wario, M.P.	
29.	Hon. Adan Haji Ali, M.P.	
30.	Hon. Joash Nyamoko Nyamache, M.P.	