



PARLIAMENT OF MALAWI



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18th August, 2026

The Secretary General of the Riigikogu
Chancellery of the Riigikogu
Lossi plats 1a
15165 Tallinn
ESTONIA

Dear Sir/Madam

**REQUEST FOR A BENCHMARKING STUDY VISIT BY THE PARLIAMENTARY
SERVICE COMMISSION OF MALAWI**

I have the honour to write on behalf of the Parliamentary Service Commission of Malawi to request an opportunity for the Commission to undertake a benchmarking study visit to Estonia ideally within the month of September, or on such other dates as may be convenient to you.

The Parliamentary Service Commission of Malawi is established under section 194B of the Constitution of the Republic of Malawi and operates within the framework of the Parliamentary Service Act, 2021. Its mandate includes the regulation and management of the Parliamentary Service, the appointment and welfare of its staff, and the provision of the institutional support necessary for Parliament to discharge its constitutional functions effectively.

As part of its continuing institutional development programme, the Commission intends to learn from selected parliaments that have established effective governance, administrative and operational arrangements for managing their parliamentary services. Estonia has been identified as an important benchmark on account of its experience.

The proposed study visit is intended to facilitate an exchange of experiences and good practices between our two institutions. In particular, the Commission would appreciate engagements on some of the following areas:

1. Governance of the Parliamentary Service

- a. The legal and institutional framework governing the Parliamentary Service;
- b. The distinction between the policy and oversight responsibilities of the governing body and the day-to-day executive responsibilities of the Secretariat;
- c. The respective roles of the Speaker, Commissioners, Clerk and senior management; and
- d. Delegation of authority and mechanisms for ensuring operational efficiency.

All correspondence to be addressed to the Clerk of Parliament

2. Strategic Planning and Institutional Performance

- a. Preparation, approval and implementation of parliamentary strategic and operational plans;
- b. Alignment of Commission priorities with the constitutional mandate of Parliament; and
- c. Development and monitoring of institutional performance indicators.

3. Human-Resource Governance and Staff Development

- a. Recruitment, appointment, promotion and deployment of parliamentary staff;
- b. The role of the Commission and Secretariat in staff appointments and disciplinary matters;
- c. Performance management and appraisal systems;
- d. Conditions of service, remuneration, pensions, and employee welfare; and
- e. Staff training and professional development.

4. Financial Management and Institutional Autonomy

- a. Preparation and approval of Parliament's budget;
- b. The extent and practical application of Parliament's financial and administrative autonomy; and
- c. Budget execution, expenditure control and financial reporting.

5. Digital Parliament and Information Management

- a. Digital systems supporting plenary and committee proceedings;
- b. Electronic document, agenda, minutes and workflow management; and
- c. Human-resource, financial, procurement and asset-management systems.

6. Corporate and Administrative Services

- a. Fleet and travel management;
- b. Security and access control for the Parliamentary precincts; and
- c. Procurement and management of outsourced services.

7. Implementation of Parliamentary Reforms

- a. Identification, prioritisation and financing of parliamentary reforms;
- b. Partnerships with development agencies and other parliaments; and
- c. Monitoring and evaluation of reform programmes.

Where practicable, the Commission would also appreciate demonstrations of relevant digital systems and guided visits to key parliamentary infrastructure.

The proposed delegation will comprise approximately ten (10) persons, including the Chairperson of the Commission, Honourable Commissioners, the Clerk of Parliament and selected senior officials.

Following the visit The Parliamentary Service Commission of Malawi would be honoured to establish or deepen institutional cooperation with Estonia.

Please accept, Secretary General, the assurances of my highest consideration.

Yours faithfully,



Fiona Kalembe (Mrs.)
CLERK OF PARLIAMENT

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