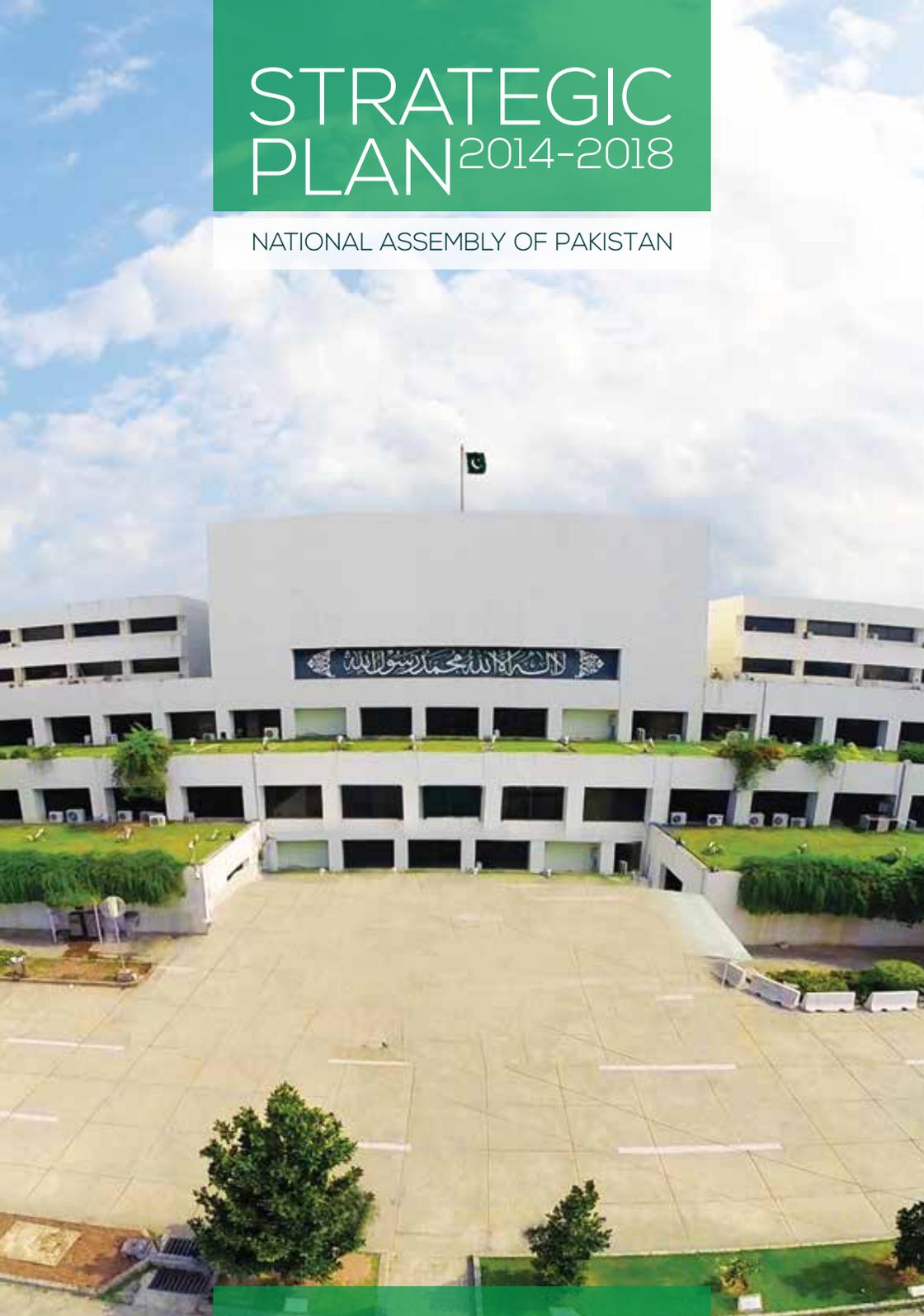


STRATEGIC PLAN²⁰¹⁴⁻²⁰¹⁸

NATIONAL ASSEMBLY OF PAKISTAN





REMEMBER THAT YOU
ARE NOW A SOVEREIGN
LEGISLATIVE BODY AND
YOU HAVE GOT ALL THE
POWERS. IT
THEREFORE PLACES
ON YOU THE GRAVEST
RESPONSIBILITY AS TO
HOW YOU SHOULD
TAKE YOUR DECISIONS

Mia Javich

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ABBREVIATIONS & ACRONYMS

BOG	Board of Governors
CCC	Council of Committee Chairs
CPA	Commonwealth Parliamentary Association
FPSC	Federal Public Service Commission
HEC	Higher Education Commission (of Pakistan)
Hon.	Honourable (with reference to the Speaker and Members of the NA)
IHRM	Integrated Human Resource Management
ICT	Information and Communication Technology
IP3	Improving Parliamentary Performance in Pakistan
LDC	Legislative Drafting Counsel
NA	National Assembly
NASP	National Assembly Strategic Plan
OVI	Objectively Verifiable Indicators
PIPS	Pakistan Institute for Parliamentary Services
PMU	Project Management Unit
SPOC	Strategic Planning Oversight Committee

FOREWORD

Following the successful election of May 2013, which witnessed the first peaceful transfer of power from one civilian government to another, the 14th National Assembly of Pakistan was constituted. Immediately after assuming office the Speaker, Sardar Ayaz Sadiq initiated reforms within the House. These reforms for the first time moved away from piecemeal changes to a more holistic approach to ensure that the entire House benefits from the reform process by undertaking the following capacity and needs assessment during the inception phase of NASP development.

The cornerstone of the Speaker's vision is to ensure that the National Assembly moves away from the conventional work environment which is deemed to be outdated, to a modern, more professional and automated form of working. In short, the Speaker envisions transforming the current National Assembly to an E-Parliament to bring the National Assembly (NA) in line with the developed Parliaments of the world. Reforms in Information Communication and Technology (ICT) therefore is one of the six Goals that will be crosscutting through all the other five Goals that drive the Strategic Plan. Following a comprehensive Human

Resources needs assessment of the National Assembly, the Speaker has now put a far-reaching restructuring plan into operation to ensure a more efficient and effective staffing structure to support the work of the National Assembly. These measures, including a strict merit-based and transparent promotion policy and the integration of compulsory management courses with the annual appraisal processes of the National Assembly, are already in operation and are steps towards the implementation of some of the objectives contained in this plan.

A demonstration of the resolve to make the technological advances is evident from the energy audit that has been undertaken of the Parliament building on the directive of the Speaker. For the first time in Pakistan's history, an existing state building undertook a quantitative and qualitative assessment of its energy needs. This was done in collaboration with Chinese partners, following which, work is now underway to install a one mega-watt solar energy plant that will cater to almost all the energy needs of the entire Parliament building including the Senate of Pakistan. This will also set a unique example for other government entities to follow. On 21st April 2015,

Chinese President Xi Jinping and the Prime Minister of Pakistan Mr. Mohammad Nawaz Sharif jointly inaugurated the “Green Parliament” Project, which will be completed by December 2015.

To take the restructuring initiative forward, the Speaker introduced reforms starting with his own office. He restricted his discretionary powers by introducing merit to internal transfers, promotions and new appointments. He personally reviewed all partner-assisted projects to avoid duplicity and moved from a supply driven to a demand driven relationship with international and local partners. To ensure better coordination, the Speaker established a Project Management Unit (PMU) within the National Assembly to ensure a one-window coordination mechanism with partners. Ms. Marriyum Aurnagzeb, MNA, was designated to spearhead the PMU that is also responsible to oversee that all reforms have buy-in from both Members and the Secretariat Staff. For the first time in its history, the National Assembly also developed an in-house review body to solicit feedback from senior Parliamentarians and staff to assess their needs and requirements. This was done through a series of consultative sessions and internal surveys to ensure that all information was systematically recorded. The PMU was instrumental in undertaking this exercise.

These important measures led to the development of a very comprehensive

National Assembly Framework that identifies the gaps in the three core areas of parliamentary functioning - Oversight, Legislation and Representation. The current Strategic Plan 2014-2018 draws its thrust from this Framework with a focus on enhancing the efficiency, effectiveness and transparency of all aspects of Assembly functioning. It is encouraging to note that important strides have already been made in light of the Framework and the Vision of the Strategic Plan. These include the launching of a Parliamentary Studies Programme in over 25 universities, the establishment of the Human Resource Department in the National Assembly Secretariat, finalization of a comprehensive HR Policy, conversion of the Parliament building’s energy needs to Solar Power under the “Green Parliament Project”, the Energy Rehabilitation Project, introduction of the ICT intervention Project, the Hygiene Programme and many others.

Coordinator

Project Management Unit

EXECUTIVE SUMMARY

Once it was decided that the National Assembly would develop a Strategic Plan from the Framework, the Speaker formed a Strategic Planning Oversight Committee (SPOC) with representation from all the major political parties. To ensure continuity and the sustainability of all previous initiatives, the Speaker appointed key MNAs that were part of the earlier Strategic Planning Committee to continue with the new Strategic Planning Oversight Committee (SPOC). In this way, the Speaker has clearly demonstrated the vital need to continue all positive developments for the august body, regardless of political leadership or affiliation.

SPOC has deliberated upon the

development of the National Assembly Strategic Plan (NASP) for 2014-2018; the Committee with assistance from the PMU held numerous meetings, reviewed past documentation on the subject and has invested time in reviewing the strategic plans of various other progressive, developed and developing Parliaments. These include Strategic Plans of South Africa, House of Commons, UK and literature from the Commonwealth Parliamentary Association (CPA).

SPOC takes complete ownership of the NASP and will drive its implementation under the leadership of the Speaker; the prime Goals determined as the developmental challenges will lead to a well informed and a more respected Assembly:

1

Strengthen all aspects of legislation so that it is effective and beneficial to the People of Pakistan;

2

Ensure that oversight is enabled at all times and across all platforms, particularly Parliamentary Committees, so that transparency prevails and that all can be held accountable for judicious use of time and resources;

3

Safeguard the integrity of the Assembly by improving its representation role thereby making it more informed and respected within and in all constituencies it represents;

4

Ensure that all functions and operations of the House are made efficient;

5

Move from the traditional mode of working towards an automated e-parliament by undertaking structured reforms in Information Communication and Technology (ICT)

6

Strengthen PIPS (the Pakistan Institute for Parliamentary Services) into a premier training and research institute for Members and staff of the National Parliament and the four Provincial Assemblies

The six Goals are tall challenges and it is therefore vital to appreciate the fact that there are six Priority Actions that need to be addressed immediately, without which the realisation of these goals will falter and their implementation will fail. The priority actions are (a) the creation of an independent professional service cadre within the Secretariat (b) establishment of a permanent Integrated Human Resource Management Unit, (c) entrust the Project Management Unit (PMU) with additional responsibility to implement the Strategic Plan, (d) establish a Legislative Drafting Counsel (LDC), (e) expand existing portfolios of the Public Relations and International Relations Branches to include all aspects of dissemination and communications recommended in this NASP and (f) support PIPS in their delivery of support to the National Parliament and Provincial Assemblies.

The Friendship Groups and the SDG (Sustainable Development Goals) Parliamentary Task Force were both formed to foster parliamentary diplomacy. As many as 88 Friendship Groups have already been created and are actively engaging with their respective friendly parliaments.

A milestone has also been achieved with the establishment of the SDG's Parliamentary Task Forces at the provincial level with a total membership of 85 legislators across the country, engaged in sustainable human development and meaningful growth. Furthermore, there is a complete plan to enhance the capacity and

awareness of the Members, which is included in the NASP to make the SDG's Task Force an effective parliamentary forum.

The utility and efficiency of forums like the Women's Parliamentary Caucus and Young Parliamentarians Forum notwithstanding, the NASP recognises these informal groups and aims at streamlining their activities in an integrated manner.

The NASP 2014-2018 is structured to address the most critical issues of the function of the Assembly; namely Legislation, Oversight and Representation. The NASP translates the vision into development goals and further into associated strategic objectives to be achieved through six Action Plans. NASP also addresses cross-cutting support functions such as Institutional Networking, Dissemination and Communication (D&C), Information and Communication Technology (ICT) and last but not the least, Integrated Human Resource Management (IHRM). The relationship between the functions of the House and the cross-cutting support elements can be observed in the relevant sections of the main part of this document.

All necessary interventions (i.e. pivotal under the present circumstances) are structured in six Action Plans. It would be prudent to appreciate that all directions of development are clearly related to one another and therefore all designed interventions must be pursued and nurtured with diligence at all times by all stakeholders. SPOC,

committed as it is, cannot achieve anything without the complete support and encouragement of the entire House.

The uniqueness of this Strategic Plan is that almost all interventions that have been identified will be supported through detailed existing studies and assessments that have been collated by the Project Management Unit (PMU). The PMU therefore deserves recognition and merit for ensuring that

nothing that is mentioned in the Plan is either unrealistic or unachievable.

The NASP document is appropriately complemented through the six comprehensive Action Plans. Considerable effort has been invested in developing appropriate Means of Verification (MOVs); along with important aspects that are critical to managing the internal change, Monitoring and Evaluation (M&E) functions.



STRATEGIC PLAN
2014-2018

VISION

Leading from the guidance and directions provided by the Speaker, from various consultations within the House and deliberations of SPOC, the vision for the NASP 2014-18 is stated as:

“TO STRENGTHEN THE NATIONAL ASSEMBLY TO LEGISLATE, OVERSEE AND REPRESENT ON BEHALF OF ITS CITIZENS, AND BE ACCOUNTABLE IN ACCORDANCE WITH THE CONSTITUTION OF PAKISTAN”

This vision is divided into six Goals as presented in Table 1:

1	Strengthen all aspects of legislation so that it is effective and beneficial to the People of Pakistan;
2	Ensure that oversight is enabled at all times and across all platforms, particularly Parliamentary Committees, so that transparency prevails and that all can be held accountable for judicious use of time and resources;
3	Safeguard the integrity of the Assembly by improving its representation role thereby making it more informed and respected within and in all constituencies it represents;
4	Ensure that all functions and operations of the House are made efficient;
5	Move from the traditional mode of working towards an automated e-parliament by undertaking structured reforms in Information Communication and Technology (ICT)
6	Strengthen PIPS (the Pakistan Institute for Parliamentary Services) into a premier training and research institute for Members and staff of the National Parliament and the four Provincial Assemblies

STRATEGIC OBJECTIVES

The NASP delineates the strategic objectives to achieve the development goals stipulated in the preceding sections. The NASP also includes the actions that should be taken to achieve the strategic objectives. Six

comprehensive Actions Plans have been compiled through several consultative processes that articulate all important actions that need to be undertaken.

TABLE 2: GOALS AND ASSOCIATED STRATEGIC OBJECTIVES

<p>1 Strengthen all aspects of legislation so that it is made effective in reflecting public interest and accountability of the government;</p>	<p>Improve Parliament's research and library capacity and capability to support legislation processes;</p> <p>enhance institutional networking nationally and internationally;</p> <p>Ensure establishment of Legislative Drafting Counsel</p>
<p>2 Ensure that oversight is enabled at all times and accross all platforms so that transparency prevails and that all can be held accountable for judicious use of time and resources;</p>	<p>Empower Standing Committees in all respects; Ensure that the Council of Committee Chairs (CCC) meets with a rejuvenated frequency and thus play the pivotal role of the hub of the House;</p> <p>Improve Parliament's library and, information management capacity to support oversight</p>
<p>3 Safeguard the integrity of the Assembly by improving its representative role thereby making it more informed and respected within and in all constituencies it represents;</p>	<p>Eliminate the disconnect between the public and the parliament;</p> <p>Widen outreac both nationally and internationally by establishing linkages with think-tanks, academia and public using committee functions like public hearings, SDG's Task Forece, Friendship Groups, Women's Parliamentary cause, Young Parliamentarians forum etc.</p>

<p>4 Ensure that all functions and operations of the House are made efficient;</p>	<p>Ensure that the Carde Service rules are implemented; Establish the Integrated Human Resource Development and Management Unit; establish the Strategic Plan Implementation Unit within the PMU; Organise and train human resources by strengthening PIPS and establishing a card of Master Trainers</p>
<p>5 Move from the traditional mod of working towards and automate e-parliament by undertaking structured reforms in Information Communication and Technology (ICT)</p>	<p>Ensure that the ICT Strategy is implemented and the secretariat staff is trained and well-equipped at every level for a smooth transition towards an automated e-Parliament</p>
<p>6 Strengthen the Pakistan Institute for Parliamentary Services (PIPS) into a premier training and staff of the National Parliament and the four Provincial Assemblies.</p>	<p>Build the internal capacity to deliver quality training and credible research by developing and sustaining wider linkages with tanks both nationally and internationally.</p>

To achieve the six Goals through the above stated Strategy, there are six priority actions outlined as;

1. Introduce an independent professional parliamentary service cadre in the Secretariat that will enable the National Assembly to sustain the

recommended investment in human resources and will offer the staff of the Secretariat a more promising career;

2. Increase the scope of the existing Automation Branch and enhance its human resource expertise that are essential to

complete the ICT reforms in the National Assembly;

3. Organise and establish a permanent Integrated Human Resource Management Unit, nested in the most appropriate administrative set up of the Secretariat; Expand the existing portfolios of the Public Relations and International Relations Branches (of the Administration Wing) to include all aspects of dissemination and communication recommended in this NASP;
4. Transform the PMU with the additional responsibility of implementing the Strategic Plan, without which the important elements of implementation such as change management, monitoring, evaluation and facilitation of the Secretariat could be mismanaged;

5. Ensure establishment of a Legislative Drafting Counsel (LDC) to facilitate Committees and Members in reviewing, drafting and scrutinizing legislation (private members bills);
6. Strengthen and support the work of PIPS to ensure that they can deliver training and provide qualitative research to Members and staff of the National Parliament and Provincial Assemblies.

The Action Plans that list and define the type and scope of interventions to be taken towards the achievement of the NASP are by no means exhaustive and are treated as dynamic. The relationship between the Goals, Strategic Objectives and Action Plans is illustrated in the table below¹.

¹ The Action Plans have been developed and will be used by the SPOC and the PMU to monitor progress against each Development Goal and Strategic Objective. Objective.

Table 3 clearly shows interdependencies of Action Plans.

TABLE 3 RELATIONSHIP BETWEEN GOALS, OBJECTIVES AND ACTION PLANS

GOALS	ASSOCIATED STRATEGIC OBJECTIVES	ASSOCIATED ACTION PLAN
<p>Strengthen all aspects of legislation so that it is made effective in reflecting public interest and accountability of the government;</p>	<p>Strengthen all aspects of legislation so that it is made effective in reflecting public interest and accountability of the government;</p>	<p>Action Plan for Strengthening Legislative Support;</p> <p>Action Plan for Strengthening Representation through Institutional Networking;</p> <p>Action Plan for Widening Outreach through Dissemination & Communication;</p> <p>Action Plan for Enhancing the Knowledge Function of Library and Research.</p>
<p>Guarantee that oversight is enable at all times and across all platforms so that transparency prevails and that all can be held accountable for judicious use of time and resources.</p>	<p>Empower Standing committees in all respects; Ensure that the Committee of Chairs (CCC) meet with a rejuvenated frequency and thus play the pivotal role of the hub of the House; Improve parliament's library and information management capacity to support oversight.</p>	<p>Action Plan for Enhancing the Effectiveness of Standing Committees;</p> <p>Action Plan for Enhancing the Knowledge Function of Library and research.</p>
<p>Safeguard the integrity of the Assembly by improving its representative role thereby making it more informed and respected within and in all constituencies it represent.</p>	<p>Eliminate the disconnect between the public and the parliament; Widen outreach both nationally and internationally by establishing linkages with think-tanks, academia and public using committee functions like public hearings, and public using committee functions like public hearings, SDG's Task Force, Friendship Groups, Women's Parliamentary Caucus, young Parliamentarians Forum etc.</p>	<p>Action Plan for Stenghtening Representation through Institutional Networking;</p> <p>Action Plan for Widening Outreach throught Dissemination & Communication.</p>

<p>Ensure that all functions and operations of the House are made efficient.</p>	<p>Ensure that the Cadre Service rule are implemented; establish the integrated Human Resource Development and Management Unit; Establish the Strategic Plan Implementation Unit; Organise and train human resources by strengthening PIPS and establishing a cadre of Master Trainers.</p>	<p>Action Plan for Strengthening Human Resources; Action plan for Change Management, Monitoring and Evaluation.</p>
<p>Move from the traditional mode of working towards an automated e-Parliament by undertaking structured reforms in Information Communication and Technology (ICT).</p>	<p>Ensure that the ICT Strategy is implemented and Secretariat staff is trained and well - equipped at every level for a smooth transition towards an automated e-Parliament.</p>	<p>NA ICT Scoping. This is a study carried out independently; Action plan for implementation and monitoring of ICT strategy.</p>
<p>Strengthen the Pakistan Institute for Parliamentary Service (PIPS) in to a premier training and research institute for Member and Staff of National Parliament and the four Provincial Assemblies.</p>	<p>Build the internal capacity of PIPS to deliver quality training and credible research by developing and sustaining wider linkages with CSO, Think Tank and Research and Policy Institutes both nationally and internationally.</p>	<p>Business Plan for PIPS Action Plan for Strengthening Paksitan Institute for Parliamentary Services.</p>

EFFECTIVE LEGISLATION AND JUDICIOUS OVERSIGHT

The National Assembly's Rules of Procedure have been amended to include some international best practices, but they still require some enhancement and also effective implementation. Although House Committees have suo moto powers, generally Standing Committees lack appropriate research and logistical

support to fully exercise these powers. Similarly, rules related to the Business of the House need to be amended to allow proceedings (Question Hour, Calling Attention Notices, Privilege Motions, etc.) to be publicized electronically, recognizing the evolution of modern communications.

IMPROVE THE EFFECTIVENESS OF LEGISLATION

Equally important is the need to empower and improve the functioning of Standing Committees. In the National Assembly, the Standing Committees have access to only a small research unit, with no researchers specifically dedicated to Committees, with requisite sectoral and legislative expertise. The Pakistan Institute for Parliamentary Services (PIPS) which is a supporting arm of the Parliament, and has also developed its internal workplan with assistance from the PMU, will further contribute to support Members in legislative and parliamentary research.

STRENGTHEN OVERSIGHT

Committees which are the engines of parliamentary work are being encouraged by the Speaker by facilitating them through placement of skilled, permanent secretariat staff in various committees. The PMU has already undertaken a comprehensive survey to assess the needs of the committees which further complements the interventions that have been identified by SPOC deliberations. The Speaker has activated the Council of Committee Chairs which serves as the key platform to address issues faced by committees in performing their oversight role.

INCREASE PUBLIC INVOLVEMENT AND PARTICIPATION

Presently linkages between the public and the Parliament are weak. To address this, the Speaker has initiated the introduction of a parliamentary curriculum in several universities of Pakistan. A course outline for parliamentary curriculum was sent to the Higher Education Commission (HEC) to be shared with several universities. The initiative was launched by the Speaker nationwide, earlier this year. In addition, SPOC has also identified a detailed list of interventions to increase public involvement and participation (tools include an interactive website, robust visitors programme, and encouraging students to learn about parliament) articulated in the action plans. This program, a flagship project of the Honorable Speaker's vision was launched on 09 Feb, 2015 with 25 universities on board. Currently 9 universities have initiated it through certificate courses and elective courses in existing degrees of social science in the fall semester starting in Aug-Sept 2015.

IMPROVE THE LIBRARY AND BUILD RESEARCH CAPABILITIES

The House, its individual Members and its Standing Committees frequently

require references, information and at least secondary research for effective legislative processes and oversight. The PMU and SPOC's assessment of the current situation of the Library and Research function of the House is not encouraging. There is a dire need to restructure and rejuvenate the Assembly's knowledge management capacity and capability to support the oversight and legislation process. Content development within the Library and Research Unit; parliamentary research and timely access of critical information to Members and Committees is important and must be developed simultaneously with other reforms. During SPOC deliberations revamping the Library and Research Branch was a priority area of the Committee. These are adequately addressed in the Action Plan.

It may also be noted that the above set of interventions have been aligned to those of the Senate, so that at some point the Parliament may look at integrating the Library and Research Functions².

ENHANCE AND MAKE REPRESENTATION TRANSPARENT

The need to increase public awareness about the appropriate role of the National Assembly, especially in the area of legislative activities, policy making and Assembly proceedings

should be endeavoured; Currently there are limited efforts to appropriately involve and engage civil society and citizens in the democratic system of government. Due to a dearth of information, it is left to the media to interpret – often negatively – the work of the National Assembly. SPOC recognizes the need to strongly sensitize and gain public support for the Assembly's activities and to gain proactive interest in public hearings³ and in providing valuable feedback in matters of legislation and oversight.

Such ambitions require a comprehensive networking and communication strategy appropriately complemented with interventions that would at the onset lay the groundwork to strengthen civil society participation, focused on avenues for expanding public input.

The Action Plan for Strengthening Representation through Institutional Networking and the Action Plan for Widening Outreach through Dissemination & Communication clearly list all the actions necessary to widen and support the outreach of the House. The outreach approaches articulated in the Institutional Networking Plan and in the Dissemination and Communication (D&C) Plan have been consultatively formulated to address the historical disconnect between Parliament and the people it represents.

BACKBONE RESOURCES, STRUCTURES AND SYSTEMS

Identifying common sense commonalities is the preferred pathway to successful implementation of most strategies. This is also the case with the NASP. The two most important common interventions are the strengthening and capacity building of human resources within the secretariat. This will provide the Members with adequate back-up support and access and use of efficacious ICT.

INTEGRATED HUMAN RESOURCE MANAGEMENT (IHRM)

SPOC recognises the need to ensure that the National Assembly has a cadre of professional staff and adequate infrastructure to effectively support the House and the Standing Committees to perform legislative functions, oversight, and the public participation. The objective set by the Speaker in this regard is "To improve the organisational structure of the National Assembly Secretariat and to adopt and implement a transparent Human Resource Development Policy for the Parliamentary staff". Furthermore, associations with programs including British Government's Chevening, Australian High Commission Training Programme and House of Commons capacity building and training programme etcetera is planned to

augment the Parliamentary and human resource capacity of the secretariat.

CADRE AND SUCCESSION PLAN OF THE NATIONAL ASSEMBLY

Under Article 87 of the Constitution of Pakistan, the Parliament is to regulate the recruitment and conditions of service of staff of the Senate and National Assembly Secretariats through an Act. The practice in the past has been that many parliamentary staff are civil servants drawn from various government departments, mostly on short-term deputations (one to three years), this practice is being curtailed under the current leadership. There is no clear career path for a staff member who enters the Assembly as a young professional. Over the years, the various political and bureaucratic stakeholders have discussed the implementation of a "professional parliamentary service cadre"; this is currently been undertaken under the leadership of the Speaker.

A professional parliamentary service cadre of individuals, who are tested and hired competitively to specifically work in the Assembly, would lead to qualified professionals who begin their career with the Assembly and continue up the ranks of parliamentary service as they gain experience. It would discourage reliance on ad hoc, lateral entry; reduce political pressure to hire unqualified individuals; and incentivize more professional behaviour. The Speaker

has already instituted key reforms by building a parliamentary service cadre; firstly by ensuring that all new entries in the Assembly are through the Federal Public Service Commission (FPSC) which is the supreme body that recruits civil servants at officer grades. Similarly, a comprehensive Human Resource exercise was undertaken by the PMU to streamline Human Resource Management within the Assembly by devising training, promotion and placement systems.

OTHER EXPERTISE REQUIREMENTS

Across the various Action Plans, a number of external experts and new inductions may be required; an ICT Expert and a number of Master Trainers for Legislative drafting will be required. The PMU has been entrusted with the task to list out the full complement of human resources and appropriately monitor the induction of those through the IHRDM Unit.

CAPACITY ENHANCEMENT REQUIREMENTS

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The Strategic Objective for efficiency improvement includes the enhancement of automation by designing and implementing an effective Information and Communications Technology backbone.

This objective is then stated as: A performance yielding, operationally stable and legislatively-centric Network of Information & Communication Systems – The Backbone of which the Desired Efficiency and Efficacy will be dependent.

Infrastructure Improvement (Kiosks) have also been considered and selected from a variety of similar easy-to-use-readily-available access points. NA-Info Kiosks will be placed in the corridors and in the library for the Members and Secretariat staff. This intervention alone will help in terms of efficacious development.

The Report "ICT Scoping of the National Assembly of Pakistan" presents a comprehensive listing of the merits and demerits of the existing status of automation within the House. It then proposes a strategy to meet the above stated development goal. The strategy is based on the e-Parliament concept⁴. The study clearly identifies five Key Business Drivers (KBDs) for ICT implementation for both institutional and organisational development. The same are reproduced here for reference.

² The Action Plans have been developed and will be used by the SPOC and the PMU to monitor progress against each Development Goal and Strategic Objective.

³ NA 2010-2012: "public hearings are not conducted as a regular practice. In addition, security concerns limit physical public access such as Parliament visitor programs, which are popular in other Parliaments." – this is still the case and now more so with increasing security related actions.

⁴ For more information on this concept please refer to (a) OPPD - Information and Communication Technologies in Parliament - Tools for Democracy at http://www.europarl.europa.eu/pdf/oppd/Page_8/ICT_FINAL.pdf and (b) UNDP: Empowering Parliaments through the Use of ICTs at http://www.unapcict.org/ecohub/resources/empowering-parliaments-through-the-use-of-icts/at_download/attachment1

1. ICT BASED OPTIMIZATION OF THE NA
 - 1.1 NA Information Architecture
 - 1.2 Document management & digitisation
 - 1.3 Integration of key system
2. ONLINE INFORMATION SERVICE
 - 2.1 Content management system
 - 2.2 NA Portal (dedicated vertical portal)
 - 2.3 Convenient and easy to use access to information
3. MOBILE AND VERSATILE SERVICES
 - 3.1 Device - independent Information access approaches
 - 3.2 Dashboards for better decision making and quicker response
4. OPEN PARLIAMENT & E-PARTICIPATION
 - 4.1 Collaboration Services
 - 4.2 Social Media Services
 - 4.3 Moderation of content
5. REFORM ICT SERVICE DELIVERY
 - 5.1 Restructuring
 - 5.2 Governance & Funding
 - 5.3 Principles in ICT delivery
 - 5.4 Skills & Culture
6. ICT SECURITY & E-PARLIAMENT CONTINUITY
 - 6.1 Secured remote services
 - 6.2 e-Parliament continuity

OTHER INFRASTRUCTURE IMPROVEMENTS

The Members of all the Standing Committees of the House continue to be denied dedicated offices within the Assembly. This hampers their ability to conduct basic research, communicate with each other and their constituents and in performing other basic functions. The Secretariat staff also needs additional space and professional working conditions. This was identified as a need during SPOC deliberations.

Dedicated Committee Rooms are required; If Standing Committees are to function proficiently, then these organs need to be supported in terms of knowledge management and by way of suitable physical space where committee-specific work can take place.

ICT, IHRM, PMU, LDC and other such interventions also require additional space. Therefore, efforts would be put in place to immediately reconsider physical space and its necessary optimized utilization. Appropriate budgetary allocations would be made on a needs basis.

ENHANCING PIPS CAPACITY

The PIPS Board of Governors (BoG) recognises that PIPS has an instrumental role to play in supporting the National Parliament, the four Provincial Assemblies and the two Legislative Assemblies in carrying out their functions effectively. The BOG had tasked PIPS to devise its Business Plan that is supplemented by a work-plan of activities outlining their support to all the Houses. SPOC will also facilitate the PIPS BOG to ensure that PIPS meets its targeted activities identified in the Business Plan.

This also means that the Parliamentary Information Technology Resource Centres (PITRCs) in the Provincial Assemblies are activated and turned into PIPS Satellite Offices. With the establishment of PIPS Satellite Offices, the secretariats of Provincial Assemblies would also be able to liaise with PIPS on a more regular basis.

MAKING NATIONAL ASSEMBLY MORE EFFECTIVE

KEY MILESTONES

LEGISLATIVE FUNCTIONS

Establishment a permanent and sustainable Legislative Drafting Council
National Legislative Drafting Think Tank meet
Create Linkages with leading law Schools/institutions
Effective Coordination mechanism created among research and library

- Develop a financial and resource feasibility for establishing permanent Legislative Drafting Council (Complete)
- Organize annual National Legislative Meeting
- Associate Legislative Drafting Council with leading and prominent lawyers, Law schools and law institute
- Develop a Capacity Building and Training exercise/courses/curriculums Plan for the staff & members in legislative Drafting with complete date sheet
- Develop a Quarterly Monitoring & Evaluation framework for Legislative Council and Legislative Branch to improve, measure and track the performance
- Launch of Legislative Council in 2015

COMMITTEE FUNCTIONS:

Create Linkages between Legislation, Committee Branch and Research and Library
Create nexus between committees and independent think tanks, institutions and civil society
institution for expert view and input
Activate Council of chairpersons
Develop Awareness Plan for the Members of the Committee on the role, functioning & Power of Committee

- Committees' Capacity and Needs Assessment
- Develop Formal SOP/Procedure for institutionalizing Public Hearing into committee functioning/working
- Plan for Pilot for three parliamentary public Hearing of selected committee
- Ensure Facilitation & publishing/Compilation Annual Committee Reports

MAKING NATIONAL ASSEMBLY MORE EFFECTIVE

KEY MILESTONES

COMMITTEE FUNCTIONS:

Encourage Committees to review their strategic objectives, to focus on achieving impact and to be more effective in their communications
Public Hearing Mechanism in place as a pilot

- Identify individuals, institutions, think tanks and subject matter expert for developing a panel for selected committee to improve the oversight role
- Establish cross committee dialogue/awareness/coordination to identify and capitalize on commonalities and also create synergies through council of chairperson
- Create a mechanism whereby masses clearly understand the role of different committees in providing recourse for their challenges & issues

INTENDED OUTPUT

Make the research and library function robust and modernized by improving the standard and quality of the exiting facility to enable members to introduce well-informed legislation,

RESEARCH AND LIBRARY

Robust and skill oriented
Build Capacity of the existing staff on new methods of legislative drafting and inquiry research
Devise Collaborative intra discipline Partnerships with reputable academic and civil society think tanks institution outside the NA
Strengthen Research & Library Function to assist the members of NA

- 4.1 Develop Feasibility of hiring subject mater expert team in Research Department
- 4.2 Conduct a Review of research & Library function in relation to Global Standards
- 4.3 Develop Specific Measurable Achievable & time bound (SMART) implementation plan
- 4.4 Initiate a Feedback component of the Research and library Function
- 4.5 Recruit subject matter experts
- 4.6 Strengthen Research & Library Function to assist the members of NA
- 4.7 Capacity Building Training of the relevant staff for prompt, intuitive and inquiry based research

INTENDED OUTPUT

Enable efficient, effective trackable and measurable delivery of all committees across the board in order to independently have oversight, review, amend and deliver informed legislation

MAKING NATIONAL ASSEMBLY MORE EFFECTIVE

KEY MILESTONES

PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES (PIPS)

Ensure the Board of Governors to be proactive in terms of policy guidelines and effective delivery of PIPS
 Enable PIPS to deliver effectively and transparently on their functional responsibilities as change management
 Associate PIPS with Think Tanks, Academia and civil society
 Ensure Coordination between PIPS and Parliament
 Augment technical expertise for the development of institutional policies for research & training
 Align PIPS Work plan with the Strategic Plan of NA and Senate
 Introduce skill based training and capacity building to enhance the quality of module of the trainings at PIPS with complete follow up Programme

- Active and vibrant BoGs in place
- Independent third party capacity and need assessment Gap Analysis of PIPS
- Result oriented Key Performance Indicator (KPIs) driven work plan developed and is in implementation
- Constitute think tank for PIPS to deliver effectively and efficiently
- Align an implementation framework of PIPS with the Strategic Plan Priorities and timelines
- Develop a complete annual event/ training and capacity calendar of PIPS with tangible outputs and deliverables

INTENDED OUTPUT

Equip PIPS to Enable legislatures to develop informed legislation in light of contemporary challenges with research and ideas by establish a permanent in house legislative drafting council of Lawyers and subject matter expert in the Parliament

MAKING NATIONAL ASSEMBLY MORE EFFICIENT

HUMAN RESOURCE MANAGEMENT

1. **Developing a policy framework:** Designing and enforcing H.R policies covering a myriad of issues that ensure transparent working practices wrt to recruitment, compensation and benefit. The entire recruitment through National Testing Service and Federal Public Service Commission to ensure transparency and efficiency
2. **Enable:** All organizational restructuring from change management, Head count management, role profiling etc is led by H.R in partnership with the rest of the organization
3. **Resource allocation:** Provide a sense check on the resource and structure that constitutes the organization, through analyzing the scope and size of the business and helping to rationalize and streamline processes for efficient resource deployment.
4. **Recruitment:** Covers employer branding, recruitment strategy and controls that enable transparency
5. **Performance appraisals and Performance management:** Defining and establishing systems and processes that enable fair and meritorious reviews and linking the outcome to individual development, compensation and performance reviews (a discipline within itself)

KEY MILESTONES

- Conduct HRM Mapping of NA (Complete)
- Develop a Function wise Organogram of NA (Complete)
- Conduct Risk Management of the future HR Strategy (Complete)
- Gap Analysis for strengthening & Capacity Building of Employees (Complete)
- Conduct Existing Capacity Assessments in line with the existing and new Projects (Complete)
- Biometric attendance format to ensure transparency (in Place)
- Develop indigenous Human resource service rules for NA (Complete)
- Establishment of independent Human Resource Management Department
- Associations with programs including the British Government's Chevening Fellowship, Australian High Commission's Training Programmes and House of Commons capacity building and training Programmes etc to augment the Parliamentary and human resource capacity of the secretariat.

INTENDED OUTPUT

Enhance Staff Capability Management with focus on recruitment, learning and Development, remuneration, change management

MAKING NATIONAL ASSEMBLY MORE EFFICIENT

KEY MILESTONES

INFORMATION TECHNOLOGY

- Establishment of PMU
- Review of ICT Needs Assessment
- Email Subscription, SMS Facility
- Phased digitization of the business of the House & Committee Rooms to promote less paper parliament
- Digitization of Public Account Committee
- Automation of Question Process to have transparency
- Software Development for Secretariat Functions
- Internet Café or Spots for members of NA
- Launch of Automation of the House and the committee Rooms Project

- Conduct a Capacity/Need Assessment of the existing IT Media and Communication human resource and infrastructure (Complete)
 - Conduct a complete capacity building and need assessment review of the existing automation center (Complete)
 - Conduct a Review of paper usage of the business of the House (Complete)
 - Public Private Partnership for Automation of the House (Complete)
- Introduction of electronic Data Management Systems with set measurable targets and timelines

INTENDED OUTPUT

- Promote use of technology by adopting best management in the use of Parliamentary ICT processes
- Digital Library in form of Digital Assent Management

ENERGY EFFICIENCY REFORM MOVING TOWARDS GREEN PARLIAMENT

- Internal & External Energy Audit
- An Environmental Awareness Engagement Plan
- Institutionalization of Energy Reform or infrastructure with in NA
- Energy efficiency can be increased by more than 35% thus reducing the utility bill by more than 40 % refurbishment of the energy system
- Conversion to Solar Energy Generation by installing Solar Energy Project of worth app 600 million
- Explore Option of establishing of HSE Function in NA

- Independent Energy Audit (Complete)
- Solicit Support for Solar Project from International Partners (Complete)
- Conversion of the entire energy consumption to Solars
- Public Private Partnership for Energy Rehabilitation of the Parliament (Complete)
- Parliament Hygiene Programme Launch (complete)
- Establishment of Oversight Committee on Maintenance of the National Assembly

INTENDED OUTPUT

- Improve Process Efficiency by adopting best management practices in energy conservation
- Improve efficiency of the exiting energy Plant rehabilitation
- Transparent, Green, Responsible and more sustainable NA

MAKING NATIONAL ASSEMBLY MORE EFFICIENT

KEY MILESTONES

DONOR/PARTNER ASSISTANCE FOR STRENGTHENING PARLIAMENT

- Establishment of PMU
- Priority Setting at the NA & Senate
- SMART Project Work Plans monitored at the PMU
- Alignment of the Partners work plans with Strategic Plans

INTENDED OUTPUT

- Provide clear guidelines and structure from the NA for partner projects.
- Establish cohesion and coordination between partner projects to eliminate duplication of work, effectiveness of delivery, and enable seamless execution of agreed Projects
- Ensure Implementation of the donor/partners products and deliverables according to the priorities of NA

- Establish a Project Management Unit to create connectivity on project updates, progress of all projects (Complete)
- PMU will develop SOPs for all partner projects to enhance coordination and visibility (Complete)
- Complete Monitoring and Evaluation of all the International Donors and Partners against agreed KPIs
- PMU to develop a quarterly compliance report of all the partner projects against agreed SOPs/procedures

MAKING NATIONAL ASSEMBLY MORE INFORMED AND RESPECTED

INFORMATION TECHNOLOGY

- Review of ICT with a focus of transparency and saving in business cases awareness
- Email Subscription, SMS Facility
- Phased digitization of the business of the House & Committee Rooms to promote less paper parliament
- Digitization of Public Account Committee
- Automation of Question Process to have transparency
- Software Development for Secretariat Functions
- Internet Café or Spots for members of NA

INTENDED OUTPUT

- Minimum of 24m saving rupees, improve Process Efficiency 60% by adopting best management in the use of Parliamentary ICT
- Digital Library in form of Digital Assent Management
- Transparent, Green, Responsible and more sustainable NA

PARLIAMENTARY OUTREACH

- SMART Marketing and internal and external communication and Outreach Plan including;
- Media Engagement through Press release, Articles, Print and electronic media, talk shows, journalist media meets of the Honorable Speaker
 - Educational Visits targeted Plan
 - Launch of Parliamentary Studies Programme
 - Work with Stakeholders for awareness-raising events on the Parliament e.g Parliament week, Honorable Speakers engagements etc
 - Ensure Annual Speakers Conference
 - Improve and enhance civil society engagement with NA
 - Launch Committee Websites
 - Launch of social media team at the NA

KEY MILESTONES

- Conduct a Capacity/Need Assessment of the existing information, Communication & technology infrastructure of NA
- Conduct a complete capacity building and need assessment review of the existing automation centre of the NA
- Conduct a Review of paper usage of the business of the house in particular and NA in general
- Explore the option of the digitizing the business of the house on screens on the members' desk in the NA and Committee Rooms
- Introduction of electronic Data Management Systems with set measurable targets and timelines
- Develop a robust and time bound training and awareness plan for the NA staff and members of NA

- 2.1 Develop an annual Outreach Programme with quarterly monitoring embedded
- 2.2 SMART media plan of the NA
- 2.3 Liaison with leading law schools, Colleges and Universities to initiate Parliamentary Studies Programme (Complete)
- 2.4 Integrate Civil Society Dialogue with the Legislation, Committee and Research function of the NA
- 2.5 Develop feasibility for hiring the Social Media Team at NA (Complete)
- 2.6 Hiring the relevant skill set at the NA to facilitate the ICT Reforms (Complete)

MAKING NATIONAL ASSEMBLY MORE INFORMED AND RESPECTED

KEY MILESTONES

INTENDED OUTPUT

- Well Informed Members, staff and Public
- Engaging Proactively with Media
- Better and effective engagement with Schools, College & Universities, civil society and Public at large through web, education, information, media & visitors
- Parliamentary Services Courses Initiated

PARLIAMENTARY DIPLOMACY

- Regular liaison and engagement With IPU, CPA, ASSP, PAECO, CSPOC and other multilateral contracts
- Enhancing and improving Bilateral Relations with focus on Parliamentary Friendship Groups
- Designated and exclusive focal person for the above mentioned platforms
- Effective Young Parliamentary Forum
- Ensure delivery of Women Parliamentary Caucus

- Develop an annual calendar of the Parliamentary events
- Record compilation of the last three years and future events
- task oriented work plan with Donor/Partner on supporting the liaison and relevant conferences
- Integrate Young Parliamentary Forum and integrating the YPF with the Partner/Donor Projects
- Integrated work plan of women Caucus to deliver on women legislation and protect women rights across Pakistan

INTENDED OUTPUT

- Improve the democratic and soft image of Pakistan by creating understanding and strengthening Partnership
- Enhanced Knowledge sharing

PARLIAMENTARY FRIENDSHIP GROUP

- Designated and exclusive focal person for the above mentioned platforms
- 88 Friendship Groups Convened
- Capacity Building of the members on bilateral relationships
- Handbook on Bilateral Friendship Groups
- Regular Monitoring on Friendship Groups

- Integration of relevant donors/partners work plans w.r.t the friendship groups support
- Targeted Capacity building and training in bilateral diplomacy and relationship building
- Publish six monthly or annual friendship Group Newsletter

INTENDED OUTPUT

Create awareness in the international community about the rapid stretching of democratic intuitions in Pakistan

Promote the interest of the country in the areas of diplomacy, national security, economy and other social and cultural areas

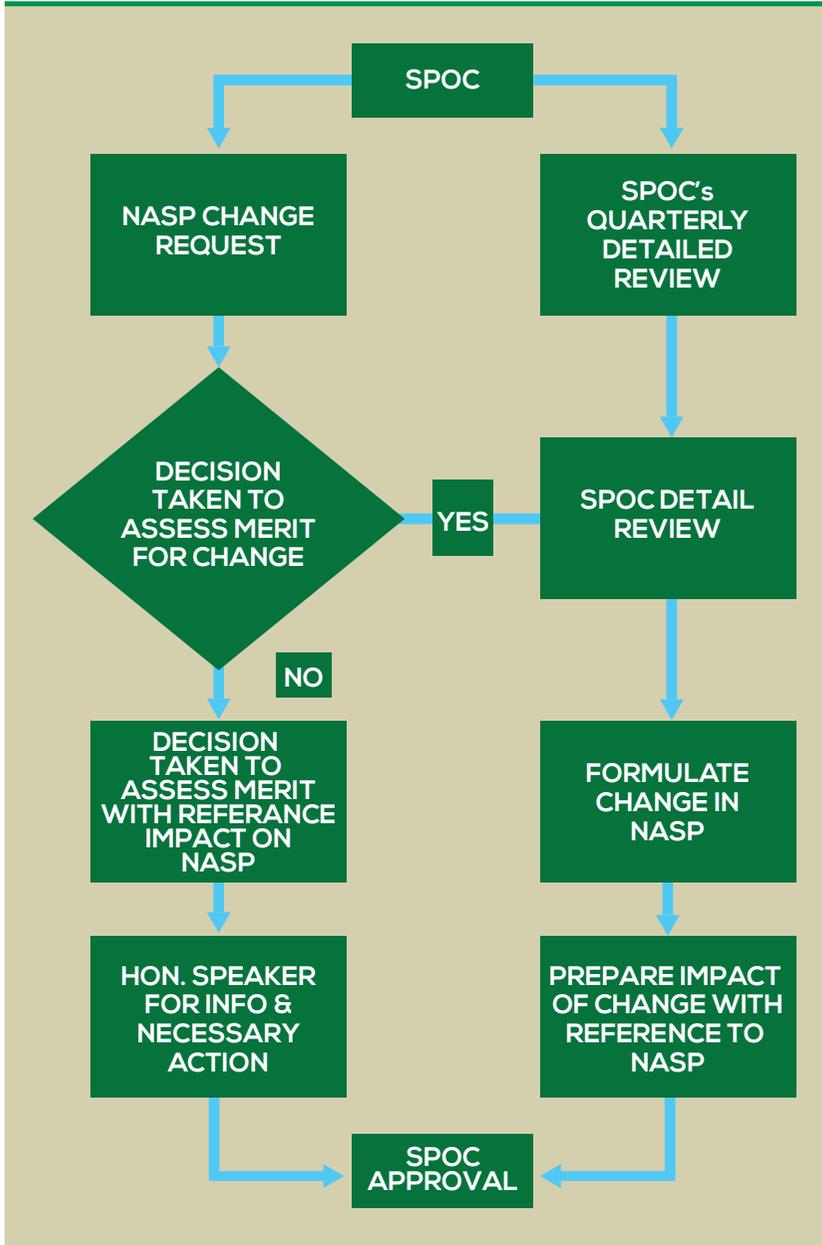
CHANGE MANAGEMENT, MONITORING AND EVALUATION

The NASP will be institutionally championed; driven under the leadership of the Speaker and SPOC Members. SPOC will endeavour to keep all stakeholders informed and involved. SPOC will meet at least once a quarter to review and monitor the progress of the NASP. This will ensure any delays or impediments on the implementation are dealt with in a timely fashion. The PMU operating under the steerage of SPOC will work on monitoring, evaluation and change management and will thus ensure that all efforts are invested in internalising development under the NASP. A flow chart describing how changes will be enacted in the Plan has been developed and complements the Acton Plans.

Plans have the innate tendency to remain dormant or go silent if the proponents falter or are side tracked for any reason. There will be a continuous guard against any form of “passive management”. Both SPOC and PMU will ensure that all actors involved in the implementation understand that the implementation must be steered, nurtured, monitored and supported to stay on track. Figure-A amply illustrates the Monitoring Mechanism of the proposed NASP.

A consultative and participatory approach to change management, monitoring and evaluation will be followed. Understanding that the best conceived strategic plans require course corrections / alternations along the way. It is critical to monitor the NASP progress, measure outputs as well as outcomes, and obtain feedback from all stakeholders. The primary responsibilities of the PMU in this regard have been developed.

MONITORING MECHANISM OF NASP





ANNEX-I

MEMBERS OF THE STRATEGIC PLANNING OVERSIGHT COMMITTEE (SPOC)

Hon. Ms. Marriyum Aurangzeb (PML-N)

Hon. Dr. Azra Fazal Pechuhu (PPP)

Hon. Ms. Asyia Nasir (JUI)

Hon. Dr. Arif Alvi (PTI)

Hon. S.A. Iqbal Qadri (MQM)

EX-OFFICIO MEMBERS

Secretary

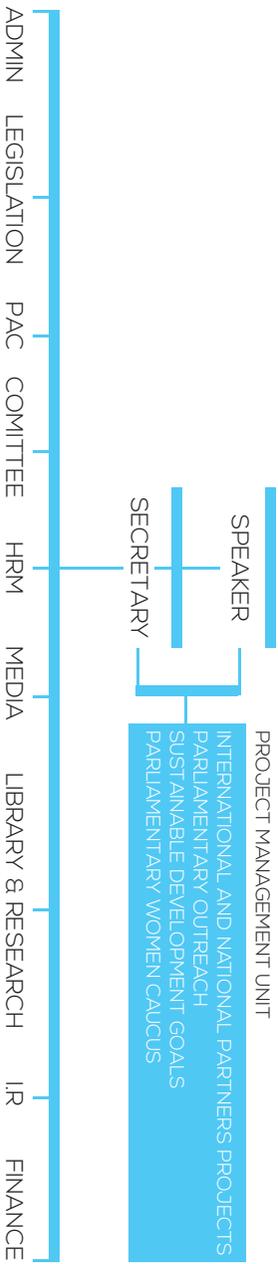
Additional Secretary Legislation

Additional Secretary Committees

Joint Secretary PMU

DG (IT)

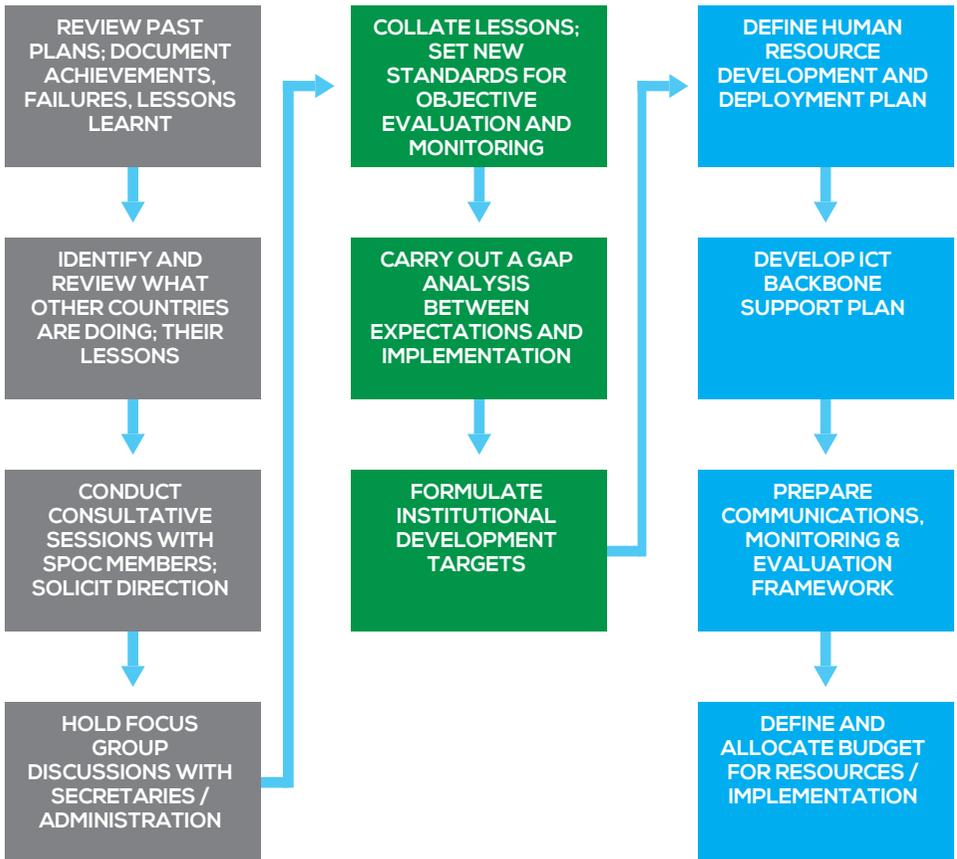
ORGANOGRAM OF NA



ANNEX-II

ANNEX-III

NASP DEVELOPMENT METHODOLOGY





**NATIONAL ASSEMBLY
SECRETARIAT**

PARLIAMENT HOUSE
CONSTITUTION AVENUE
ISLAMABAD, PAKISTAN

WWW.NA.GOV.PK