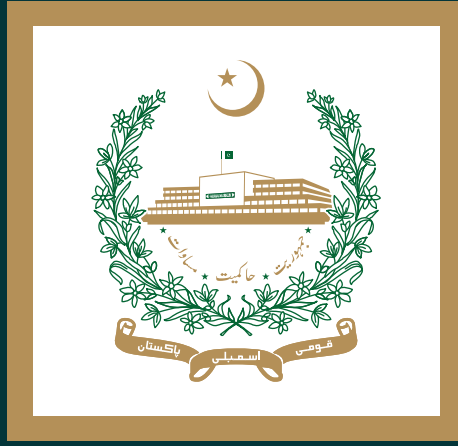




NATIONAL ASSEMBLY

STRATEGIC PLAN

2019-23



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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 National Assembly)
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 s	Objectively Verifiable Indicators
PIPS	Pakistan Institute for Parliamentary Services
PMU	Project Management Unit
SDGs	Sustainable Development Goals
SPOC	Strategic Planning Oversight Committee
WPC	Women's Parliamentary Caucus
YPF	Young Parliamentarians Forum



ADDRESS OF THE FOUNDER OF PAKISTAN

QUAID-E-AZAM

**MUHAMMAD
ALI JINNAH**

ADDRESS OF THE FOUNDER OF PAKISTAN

ON 11th AUGUST, 1947 TO 1st CONSTITUENT ASSEMBLY

Mr. President (Quaid-e-Azam Mohammad Ali Jinnah): Ladies and Gentlemen, I cordially thank you, with the utmost sincerity, for the honour you have conferred upon me, the greatest honour that it is possible for this Sovereign Assembly to confer, by electing me as your first President. I also thank those leaders who have spoken in appreciation of my services and their personal references to me. I sincerely hope that with your support and your co-operation we shall make this Constituent Assembly an example to the world. The Constituent Assembly has got two main functions to perform. The first is the very onerous and responsible task of framing our future constitution of Pakistan and the second of functioning as a full and complete Sovereign body as the Federal Legislature of Pakistan. We have to do the best we can in adopting a provisional constitution for the Federal Legislature of Pakistan. You know really that not only we ourselves are wondering but, I think, the whole world is wondering at this unprecedented cyclonic revolution which has brought about the plan of creating and establishing two independent Sovereign Dominions in this sub-continent. As it is, it has been unprecedented; there is no parallel in the history of the world. This mighty sub-continent with all kinds of inhabitants has been brought under a plan which is titanic, unknown, unparalleled. And what is very important with regards to it is that we have achieved it peacefully and by means of a revolution of the greatest possible character.

Dealing with our first function in this Assembly, I cannot make any well-considered pronouncement at this moment, but I shall say a few things as they occur to me. The first and the foremost thing that I would like to emphasise is this; 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. The first observation that I would like to make is this. You will no doubt agree with me that the first duty of a Government is to maintain law and order, so that the life, property and religious beliefs of its subjects are fully protected by the State.

The second thing that occurs to me is this. One of the biggest curses from which India is suffering; I do not say that other countries are free

from it, but, I think, our condition is much worse; is bribery and corruption. (Hear, hear.) That really is a poison. We must put that down with an iron hand and I hope that you will take adequate measures as soon as it is possible for this Assembly to do so.

Black marketing is another curse. Well, I know that black marketers are frequently caught and punished. According to our judicial notions sentences are passed, and sometimes fines only are imposed. Now you have to tackle this monster which today is a colossal crime against society, in our distressed conditions, when we constantly face shortage of food and the essential commodities of life. A citizen who does black marketing commits, I think, a greater crime than the biggest and most grievous of crimes. These black marketers are really knowing, intelligent and ordinarily responsible people, and when they indulge in black-marketing, I think they ought to be very severely punished, because they undermine the entire system of control and regulation of food stuffs and essential commodities, and cause wholesale starvation and want and even death.

The next thing that strikes me is this. Here again is a legacy which has been passed on to us. Along with many other things good and bad, has arrived this great evil, the evil of nepotism and jobbery. This evil must be crushed relentlessly. I want to make it quite clear that I shall never tolerate any kind of jobbery, nepotism or any influence directly or indirectly brought to bear upon me. Wherever I find that such a practice is in vogue, or is continuing anywhere, low or high, I shall certainly not countenance it.

I know there are people who do not quite agree with the division of India and the partition of the Punjab and Bengal. Much has been said against it, but now that it has been accepted, it is the duty of every one of us to loyally abide by it and honourably act according to the agreement which is now final and binding on all. But you must remember, as I have said, that this mighty revolution that has taken place is unprecedented. One can quite understand the feeling that exists between the two communities wherever one community is in majority and the other is in minority. But the question is whether it was possible or practicable to act otherwise than has been done. A division had to take place. On both sides, in Hindustan and Pakistan, there are sections of people who may not agree with it, who may not like it, but in my judgment there was no other solution and I am sure future history will record its verdict in favour of it. And what is more it will be proved by

actual experience as we go on that that was the only solution of India's constitutional problem. Any idea of a United India could never have worked and in my judgment it would have led us to terrific disaster. May be that view is correct; may be it is not; that remains to be seen. All the same, in this division it was impossible to avoid the questions of minorities being in one Dominion or the other. Now that was unavoidable. There is no other solution. Now what shall we do? Now, if we want to make this great State of Pakistan happy and prosperous we should wholly and solely concentrate on the well being of the people, and especially of the masses and the poor. If you will work in co-operation, forgetting the past, burying the hatchet, you are bound to succeed. If you change your past and work together in a spirit that every one of you, no matter to what community he belongs, no matter to what community he belongs, no matter what relations he had with you in the past, no matter what is his colour, caste or creed, is first, second and last a citizen of this State with equal rights, privileges and obligations there will be no end to the progress you will make.

I cannot emphasise it too much. We should begin to work in that spirit and in course of time all these angularities of the majority and minority communities; the Hindu community and the Muslim community; because even as regards Muslims you have Pathans, Punjabis, Shias, Sunnis and so on and among the Hindus you have Brahmins, Vashnavas, Khattris, also Bengalese, Madrasis and so on; will vanish. Indeed if you ask me this has been the biggest hindrance in the way of India to attain its freedom and independence and but for this we would have been free peoples long long ago. No power can hold another nation, and specially a nation of 400 millions souls in subjection; no body could have conquered you, and even if it had happened, no body could have continued its hold on you for any length of time but for this. (Applause.) Therefore we must learn a lesson from this. You are free; you are free to go to your temples, you are free to go to your mosques or to any other places of worship in this State of Pakistan. You may belong to any religion or caste or creed; that has nothing to do with the business of the State (Hear, hear). As you know, history shows that in England conditions some time ago were much worse than those prevailing in India today. The Roman Catholics and the Protestants persecuted each other. Even now there are some States in existence where there are discriminations made and bars imposed against a particular class. Thank God we are not starting in those days. We are starting in the days when there is no discrimination, no distinction between one community and another, no discrimination between one caste or creed and another. We are starting

with this fundamental principle that we are all citizens and equal citizens of one State. (Loud applause.) The people of England in course of time had to face the realities of the situation and had to discharge the responsibilities and burdens placed upon them by the government of their country and they went through that fire step by step. Today you might say with justice that Roman Catholics and Protestants do not exist: what exists now is that every man is a citizen, an equal citizen, of Great Britain and they are all members of the nation.

Now, I think we should keep that in front of us as our ideal and you will find that in course of time Hindus would cease to be Hindus and Muslims would cease to be Muslims, not in the religious sense, because that is the personal faith of each individual, but in the political sense as citizens of the State.

Well, gentlemen, I do not wish to take up any more of your time and thank you again for the honour you have done to me. I shall always be guided by the principles of justice and fair play without any, as is put in the political language, prejudice or ill will, in other words partiality or favouritism. My guiding principle will be justice and complete impartiality, and I am sure that with your support and co-operation, I can look forward to Pakistan becoming one of the greatest Nations of the world.



Foreword



Acknowledgments:

The Project Management Unit, National Assembly Secretariat wishes to offer its sincere gratitude to:

The Honourable Speaker of the National Assembly of Pakistan Mr. Asad Qaiser for his kind patronage and guidance during the entire course of developing a Strategic Vision and Plan for the National Assembly. The fact remains beyond doubt that this Plan; in fact, reflects the vision of the Honourable Speaker, as he has institutionalised processes to bring efficiency and professionalism in the working of the National Assembly.

The Honourable Members of the Strategic Plan Oversight Committee, who made valuable suggestions and provided their important insight in developing a workable document.

Ms. Andleeb Abbas, MNA, who is assisting the Honourable Speaker in this initiative, diligently spearheaded the entire process and ensured the final Strategic Plan.

Special thanks to the following senior Parliamentarians who were kind enough to give their input: Mr. Muhammad Mian Soomro, Federal Minister for Privatisation, Dr. Shireen M. Mazari, Federal Minister for Human Rights, Mr. Omar Ayub Khan, Federal Minister for Power, Petroleum, Mr. Riaz Fatyana, Convener SDGs Task Force, Syed Fakhar Imam, MNA, Ms. Munaza Hassan, MNA, Mr. Iqbal Muhammad Ali Khan, MNA, Mr. Muhammad Akhtar Mengal, MNA, Mr. Ghous Bux Khan Mehar, MNA, Mr. Muhammad Aslam Bhootani, MNA, Mr. Ahsan Iqbal Chaudhary, MNA, Ms. Marriyum Aurangzeb, MNA, Dr. Aisha Ghaus Pasha, MNA, Ms. Mehnaz Akber Aziz, MNA, Ms. Shaza Fatima Khawaja, MNA, Dr. Nafisa Shah, MNA, Syed Naveed Qamar, MNA, Ms. Shazia Marri, MNA, Ms. Shahida Akhtar Ali, MNA.

The entire National Assembly Secretariat, especially the worthy Secretary National Assembly Mr. Tahir Hussain, who remained the driving engine in accomplishing the task.

Valuable inputs of the Special Secretary Mr. Qamar Sohail Lodhi, Additional Secretary Legislation Mr. Muhammad Mushtaq, Additional Secretary Admin. Mr. Chudhary Mubarik Ali, Executive Director Pakistan Institute for Parliamentary Services (PIPS) Mr. Zafarullah Khan, Joint Secretary Committees Mr. Malik Khalique

Ahmed, Director General Information Technology (IT) Mr. Tariq Pervez Bhatti, Director General Library & Research Mr. Maqbool Khan, Director General International Relations/ Public Relations Mr. Waseem Iqbal, Speaker's Office Mr. Saeed Maitla, Research Officers Mr. Danish Bhutto, Mr. Wasim Gohar and Mr. Talha Haroon.

The Westminster Foundation for Democracy (WFD) for partnering in the entire process. In this regard, services of Mr. Mujtaba Zaidi, Ms. Sana and Ms. Mahrukh from the WFD, and Mr. Hassan Hakeem, the Strategic Plan Consultant engaged through WFD; deserves a special praise for painstaking penning and putting into order all suggestions and ideas generated during a spate of meetings.

It goes without saying that without the respective inputs of each of the above, this dream may not have taken the shape of a meaningful and workable reality.

Syed Shamoon Hashmi

Joint Secretary
Co-ordinator PMU



National Assembly Strategic Plan Retreat 5-7 February, 2019

2019-23

Message from the Honourable Speaker National Assembly

Mr. Asad Qaiser



Alhamdulillah, Pakistan saw the second consecutive peaceful transfer of power from one civilian government to the next following the General Election 2018. The 15th National Assembly of Pakistan was elected, and I assumed office as the Speaker of the National Assembly. Contesting the election, being elected and then taking on the office of the Speaker, I pledge to serve the people of Pakistan who have put their faith in us as well as the National Assembly. As the Custodian of the House, it is my duty to strengthen the National Assembly and my fellow Parliamentarians by upholding the values we have committed to – integrity, inclusivity and excellence.

I had the honour of being Speaker Khyber Pakhtunkhwa Assembly and learning from that experience, I am confident that this National Assembly is blessed with diverse talent and rich potential to serve the people of Pakistan.

The National Assembly Strategic Plan (NASP) 2019-23 is intended to benefit the entire House and its Members; the initiatives and reforms included are comprehensive and reflect values that the National Assembly intends to uphold and strengthen. Evidence-based law-making, effective oversight and representation are our foundational priority. As Speaker of the House, I hope to ensure the very best of governance and Parliamentary proceedings with the development and implementation of this NASP.

The National Assembly Strategic Plan 2019-23 has a vision to make the Parliament a true representative of the people of Pakistan by developing a professional approach. The current National Assembly and its members are determined to engage experts, conduct research and push for best evidence-based decision making. We are in the process of engaging with subject-experts as well as academia and the civil society. With this NASP, we intent to plan, budget and carry out well-informed law-making and governance procedures. For this purpose, we are willing to engage with think tanks, universities and experts that Pakistan has to offer.

This plan is based on the inputs of all parties in the National Assembly. I would like to express my gratitude to all honourable parliamentarians who have contributed in NASP 2019-23 and I am confident that together we can make this Parliament a role model for Governments to follow.

Message from the SPOC Convener

Ms. Andleeb Abbas, MNA

As our Parliament enters its fifteenth term, the need to step up our efforts to serve the people who elected us and to work together for the greater good is more apparent than ever. As the Convener SPOC, I am honoured to be entrusted with this task to develop a National Assembly Strategic Plan 2019-23. I would like to acknowledge the Honourable Speaker Mr. Asad Qaiser for empowering us to develop this plan. I would also like to acknowledge very valuable contributions of Honourable members of PMLN, PPP, MMA, JUI-F, JI, MQM, and other parties whose guidance and contribution added great value to the plan.

The National Assembly is a House of the people, with the people and by the people. It is our duty as parliamentarians to make this House trusted, professional and effective. With the support of all Members of this House, I look forward to making the National Assembly a true representative of the people of Pakistan.

The NASP 2019-23 has been designed to strengthen the Parliament as a whole and implement processes for improved oversight, access to information, and excellence in governance of this Institution. Through my experience in the public and private sphere, particularly as a strategic plan expert and communications specialist, I intend to implement measures to improve Pakistan's image locally and globally. The current government is keen to engage with the general public, particularly the youth, academia and civil society. I intend for this engagement to reach the Parliament for a two-fold reason – so that the public is more aware of what the Parliament stands for and how it works and furthermore, so that the Parliament can gain from the expertise, experiences and lessons that individuals and groups have to offer.

I look forward to making the Parliament a House to fulfill the aspirations and needs of people of Pakistan.



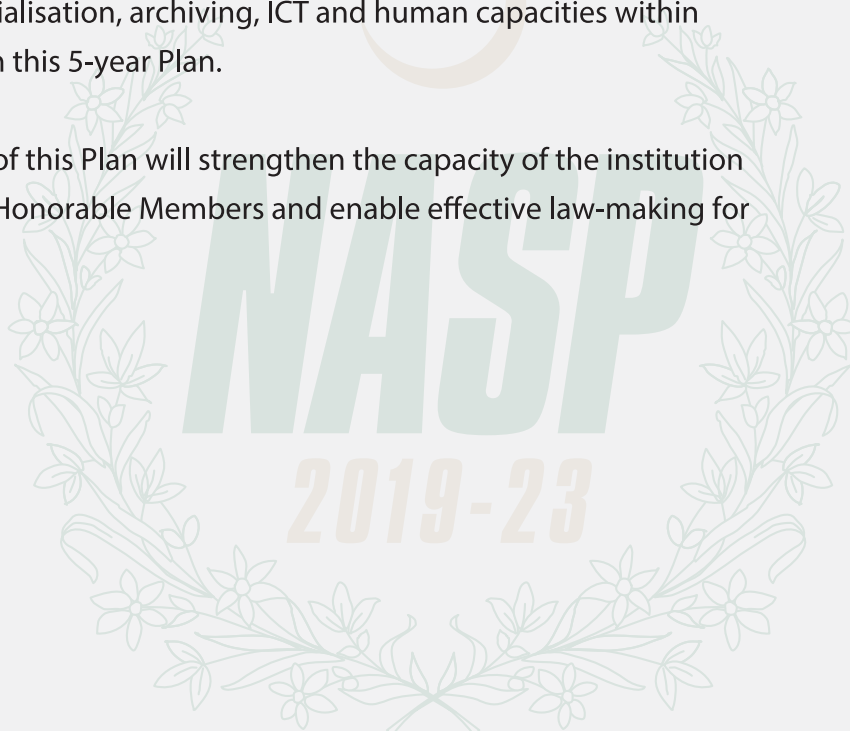
Message from the Secretary

Mr. Tahir Hussain

Effective law-making is at the heart of all governance and national development. As the Secretary, I have strived for institutional reforms in the National Assembly so that our Honourable Members can focus on their primary role of law-making, oversight and representation. The NASP 2019-23 has taken into account the best Management Information Systems (MIS) available, along with communication toolkits and digitalisation needs that will enable the National Assembly to make evidence-based decisions on real-time data for the benefit of the House.

The NASP 2019-23 intends to take a holistic approach to strengthen the institution with a keen focus on effective communication and evidence-based decision-making. This means using data and research to establish linkages between legislation and research. Additionally, the plan focuses on building capacity of Parliamentary Reporters and Journalists and creating a distinct link between Members of Parliament and the general public. Comprehensive strengthening of communication, data management, digitalisation, archiving, ICT and human capacities within the Secretariat are aimed to achieve from this 5-year Plan.

I am confident that the implementation of this Plan will strengthen the capacity of the institution of the National Assembly, empower the Honorable Members and enable effective law-making for the people of Pakistan.



Introduction



Strategic Plan Oversight Committee

Introduction

After the General Elections 2018, the Honourable Speaker of the 15th National Assembly, Mr. Asad Qaiser constituted a Strategic Plan Oversight Committee (SPOC) to initiate process of developing the Strategic Plan 2019-23. While strengthening and taking forward the process of reforms initiated under the previous strategic plan, the primary purpose of the initiative is to ensure an effective approach to address the evolving needs of the National Assembly. The Strategic Plan will provide a vision for driving key goals to further improve the National Assembly Secretariat's effectiveness, efficiency and outreach during the present Parliamentary term. The SPOC comprises of cross-party Members of the National Assembly. The Committee also has the representation of the Secretary and Special Secretary from the Secretariat and heads of various wings/branches including Legislation, Committees, Library & Research, IT/Automation, Admin/Establishment and representatives of Women Parliamentary Caucus, Parliamentary SDGs Secretariat, Young Parliamentary Forum and other branches.



The SPOC was mandated to review the implementation status of the previous National Assembly Strategic Plan 2014-18; participate in the process of development of National Assembly Strategic Plan 2019-23; and oversee implementation of the Strategic Plan 2019-23 according to the established SMART goals and Strategic Framework. Furthermore, the SPOC is mandated to monitor the progress on quarterly basis and assess performance on goals as outlined in the Plan, and to ensure implementation in line with the set timelines.

The Strategic Plan development process was divided into 3 phases. All the data collected and analysed in these phases was finally accumulated in the development of National Assembly Strategic Plan 2019-23. Based on the values stressed in the address of the Founder of Pakistan Quaid-e-Azam Muhammad Ali Jinnah on 11th August 1947 to 1st Constituent Assembly, the vision of the Strategic Plan 2019-23 is defined. Under that vision, mission, values, and goals were set. For these goals, milestones were developed for each unit of the National Assembly Secretariat. Further, action plans were developed in accordance with the milestones, to achieve the intended outcomes.

Executive Summary

General Elections 2018 witnessed the second constitutional transition of power from one democratically elected government to the other. The 15th National Assembly of Pakistan was successfully constituted on 13 August 2018. Immediately after assuming office of the Speaker, Mr. Asad Qaiser initiated reforms within the House. These reforms were aimed at adopting a comprehensive approach to ensure that the entire House benefits by undertaking capacity and resource development during the inception phase of NASP 2019-23 development.

The cornerstone of the Speaker's vision is to ensure that the National Assembly moves towards an accountable, and inclusive form of working. Strengthening legislation, budgeting and oversight, reforms to effectively communicate and ensure citizen outreach are of key areas for the NASP 2019-23. Following a comprehensive planning exercise, dovetailing efforts made under the NASP 2014-18, the Honourable Speaker has now put a far-reaching restructuring plan into operation to ensure an efficient and effective staffing structure that supports the work of the



National Assembly. These measures include a strict merit-based and transparent promotion policy and the integration of compulsory management courses with the annual appraisal system. The plans are already in operation and are meaningful steps towards the implementation of the objectives outlined in this Plan.

A demonstration of the resolve to reform and improve the Secretariat functioning is evident from the in-house reviews solicited from all Parliamentarians and staff to assess their needs and requirements. This process was carried out through a series of structured consultative sessions and internal surveys to ensure that all information was systematically recorded. Feedback collected through these measures led to the development of a comprehensive framework that identified gaps in three core areas of parliamentary functioning - oversight, legislation and representation. The current Strategic Plan 2019-23 draws its thrust from this framework with a focus on enhancing efficiency, effectiveness and transparency.

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 political parties. SPOC is the Committee to ensure development,

implementation and monitoring of the Plan to strengthen the trust and respect in the National Assembly by the people of Pakistan. To ensure continuity and the sustainability of all previous initiatives, the Speaker appointed key MNAs that were also part of the earlier Strategic Planning Committee (2014-18). 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.

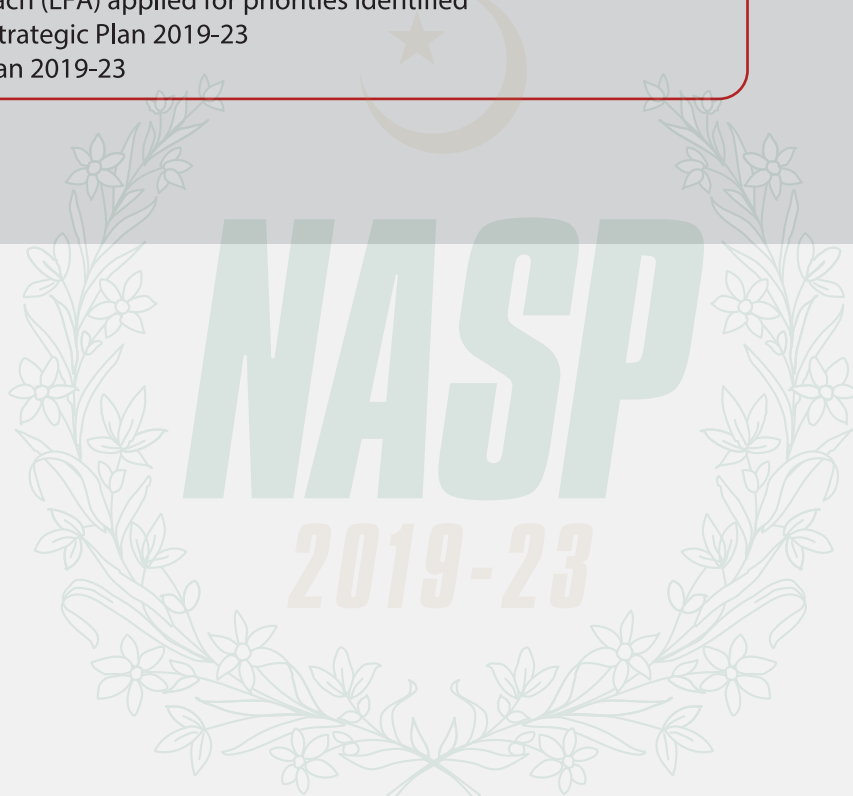
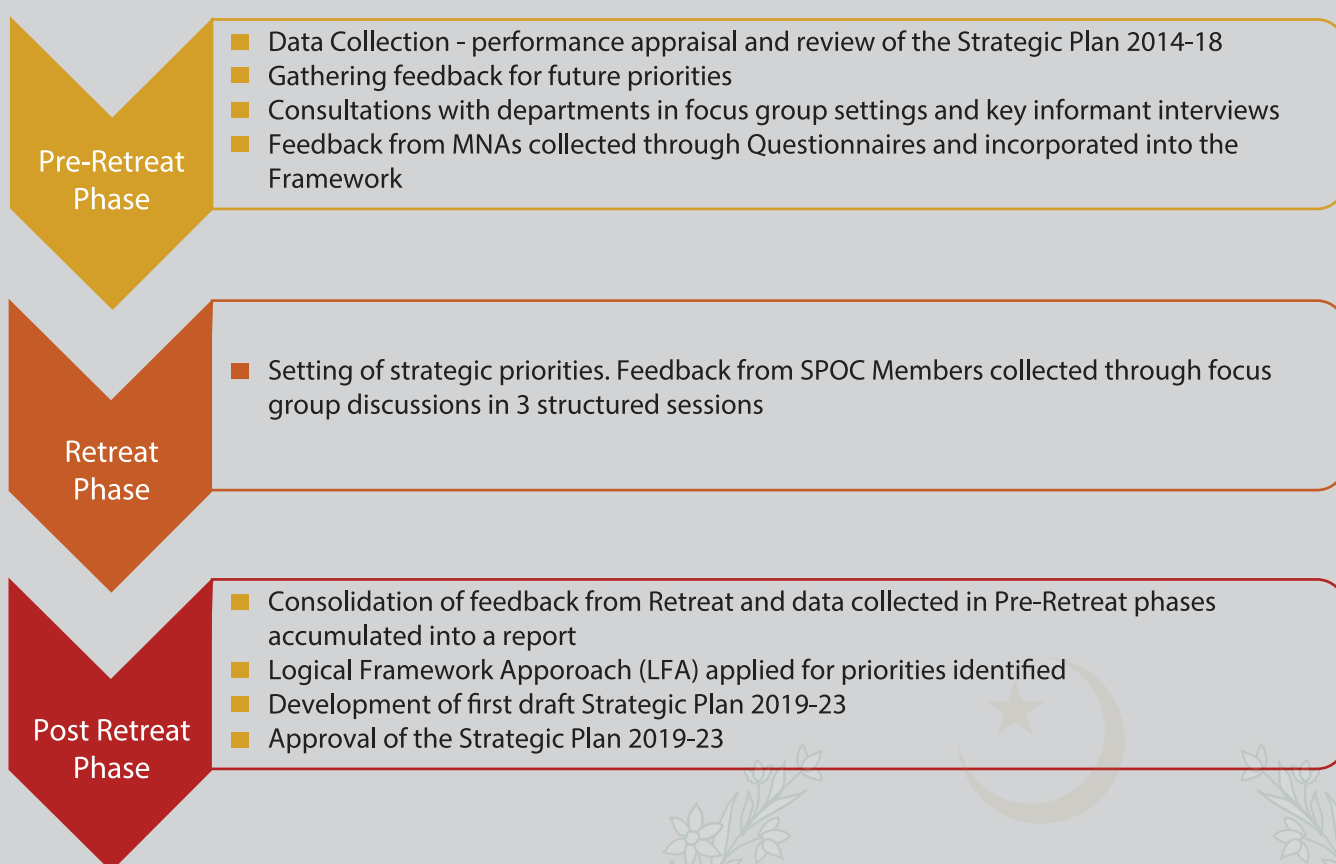
The SPOC deliberated upon the development of the National Assembly Strategic Plan for 2019-23; the Committee with assistance from the PMU held numerous meetings, reviewed past documentation on the subject and invested time in reviewing the Strategic Plans of various other progressive, developed and developing Parliaments. These included Strategic Plans of South Africa, House of Commons, UK and literature from the Commonwealth Parliamentary Association (CPA).

For effective performance management, workplans and department-wise financial layouts will be developed to ensure delivery and progress. Both SPOC and PMU will ensure that all actors involved in implementation, understand that the implementation must be steered, nurtured, monitored and supported to stay on track. Figure-A (refer to Annexure) amply illustrates the governance mechanism of the proposed NASP 2019-23. With an aim to bring maximum utility of the available human resources, the organisational restructuring must focus on aligning departments under one chain of command which have overlapping or complimentary functions. For example the close nature of job of the International Relations, Protocol and Media, Research and Library resources and the IT functions must be brought under one office so that these departments work in harmony and not in discord.

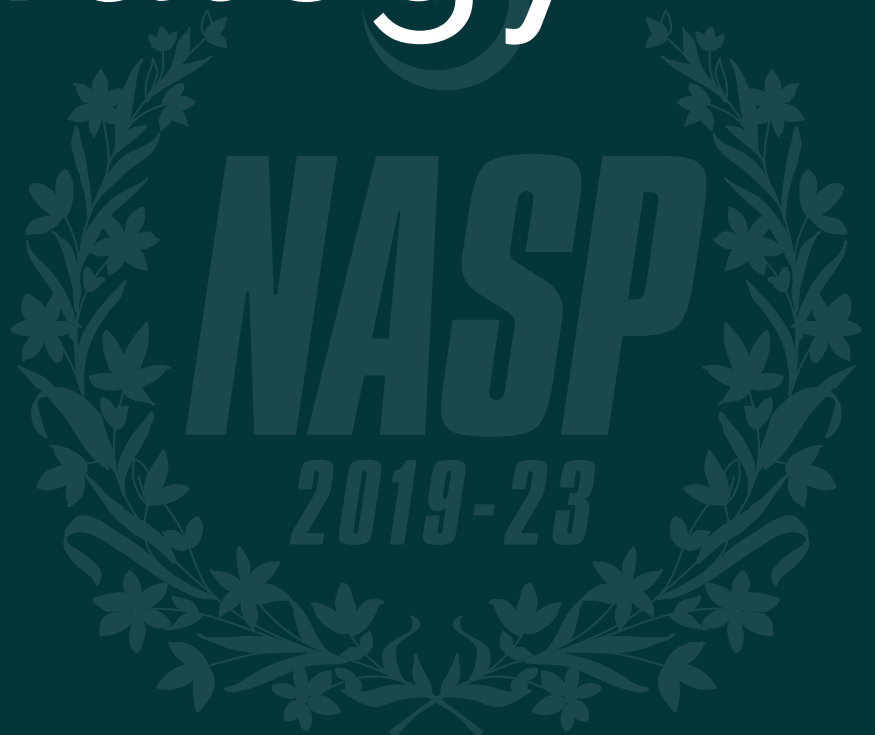


Methodology

The whole process of development of Strategic Plan was divided into 3 structured phases. First phase was the pre-retreat phase, second was the retreat of SPOC members, and third was the post retreat phase. Every phase involved multiple techniques required for data collection and analysis.



Drivers of --- Strategy



NASP Structure



Vision:

“Enhance credibility of the House to uphold people’s aspirations for welfare, social justice and equality.”

Mission:

“Transform the lives of the citizens of the country through quality legislation, effective oversight, budget appropriation and inclusive representation.”

Values:

- Integrity
- Inclusivity
- Excellence



تصورِ پارلیمان

معاشرتی انصاف، صلاح اور مساوات کا ایسا
علمبردار ایوان، جو عوام میں پارلیمانی تقدس کو
تقویت دے۔

مقصدِ پارلیمان

معیاری قوانین، موثر نگرانی، متوازن بجٹ اور
بلا تفریق نمائندگی کے ذریعے، عوام کی زندگی
میں بہتری لانا۔

اقدارِ پارلیمان

- دیانت

- مساوات

- مہارت

NASIP
2019-23

NASP Structure





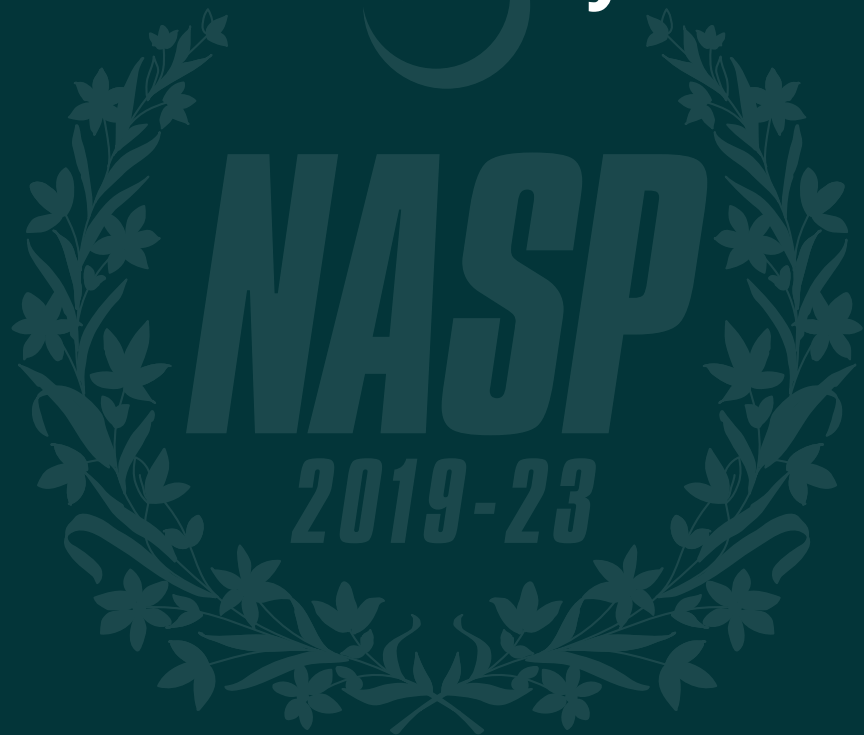
Goal 1

Strengthen legislation, budgeting and oversight through better access to expert knowledge, evidence-based and inclusive processes for safeguarding citizens rights and welfare.

Goal 2

Parliament to effectively communicate, and positively engage with its publics to develop their ownership and trust for the House.

Strategic Priorities of National Assembly



Strategic Objectives and

Priorities under Goal 1:

Strengthen legislation, budgeting and oversight through better access to expert knowledge, evidence based and inclusive processes for safeguarding citizen's rights and welfare.



3

Quality human resource for better service delivery to Parliamentarians and the House

3.1

Infrastructure Development through workspace enhancement and asset management plans

3.2

HR Development based on quarterly KPI reviews and expert deputation

3.3

Periodic Inter-Departmental Coordination

3.4

Efficient Resource Allocation

4

Research and Library provide Parliamentarians and Secretariat, access to evidence-based decision making

4.1

Enhance Research Capacity

4.2

External Linkages for Research Support

4.3

Recording Parliamentary Development

4.4

Strengthening Library Services

5

ICT tools optimised to strengthen Parliamentary efficiency and effectiveness

5.1

Digitalisation (ERP) for House operations

5.2

Digital Legislative Database

5.3

Digitalising Committee processes

5.4

ICT for Research Optimisation

5.5

Enhance Connectivity

5.6

ICT based Citizen Engagement

6

Institutionalise PMU for the implementation and review of NA Strategic Plan, and strengthen it to perform effectively in developing partnerships

6.1

NASP
Implementation

6.2

Partnership
mapping and
Coordination

7

Parliamentary Diplomacy - Enable IR to better facilitate Parliamentarians in effectively representing Pakistan on foreign forums to improve country's image globally

7.1

Strengthen Parliamentary Diplomacy through adequate resource allocation, structured feedback/reporting and documentation mechanism

8

PIPS - Equip PIPS to become a centre for capacity development, research and out-reach for Parliament by providing it with adequate resources to carry out its objectives

8.1

Strengthening Institutional
Systems through budgeting
autonomy, revenue
generation models and
ICT interventions

8.2

Services for
Members

8.3

Comprehensive
Staff
Development

9

SDGs – Enhance SDGs capacity and linkages with Ministries, civil society, and international partners to make it effective in achieving desired results

9.1

Parliament for development through annual plan development, progress monitoring, awareness and regular stakeholder coordination

10

WPC – To institutionalise WPC, in order to strengthen its role and increase engagement with various stakeholders

10.1

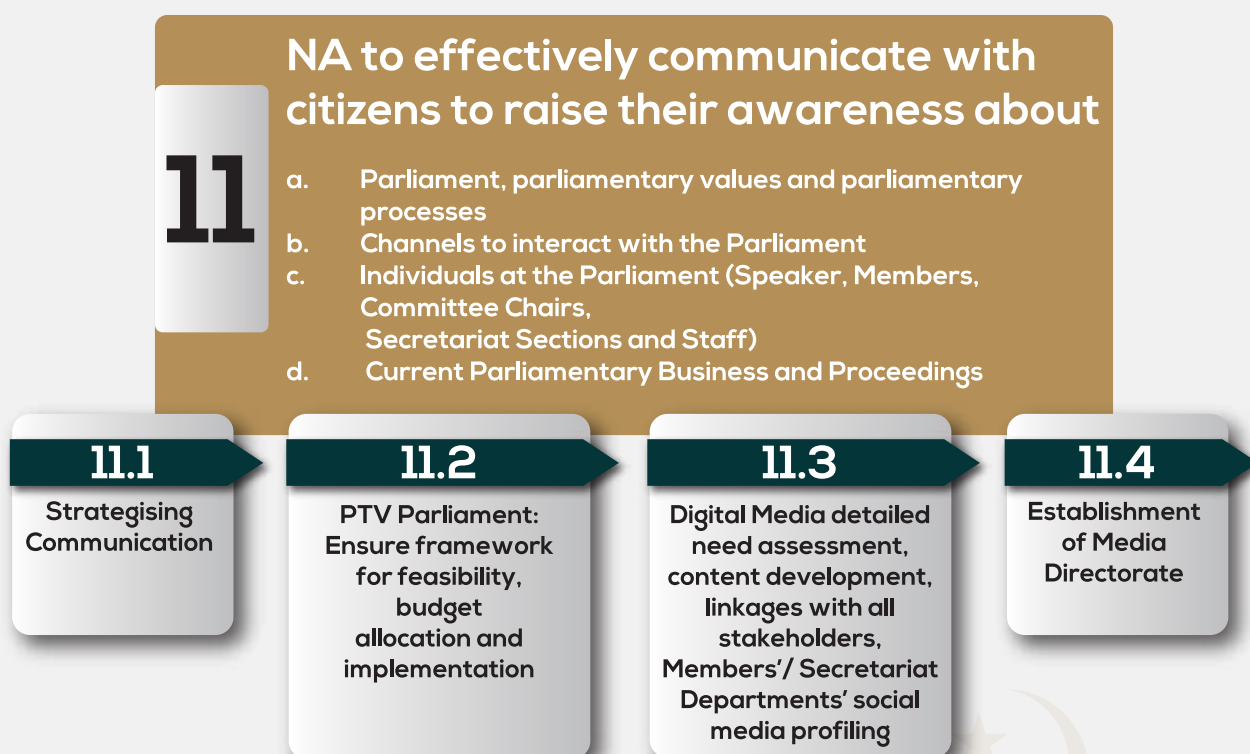
Institutionalisation of WPC through annual plan development, provincial and international engagements, and technical assistance



Strategic Objectives and

Priorities under Goal 2:

Parliament to effectively communicate, and positively engage with its public to develop ownership and trust for the House. The changed dynamics of today's media world must be given preference to the outdated concept of "public relations". The department must be reformed on modern lines with an independent Media Directorate with branches of print, electronic and social media.



NASP

Governance



NASP Governance



The NASP 2019-23 is institutionally championed; driven under the leadership of the Honourable Speaker and SPOC Members (Annex – I). SPOC endeavours to keep all stakeholders informed and involved. SPOC will meet at least once a quarter to review and monitor progress of the NASP. This will ensure that any delays or impediments on the implementation are dealt with in a timely fashion. 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 2019-23. A flow chart describing how changes will be enacted in the Plan has been developed (Figure A).

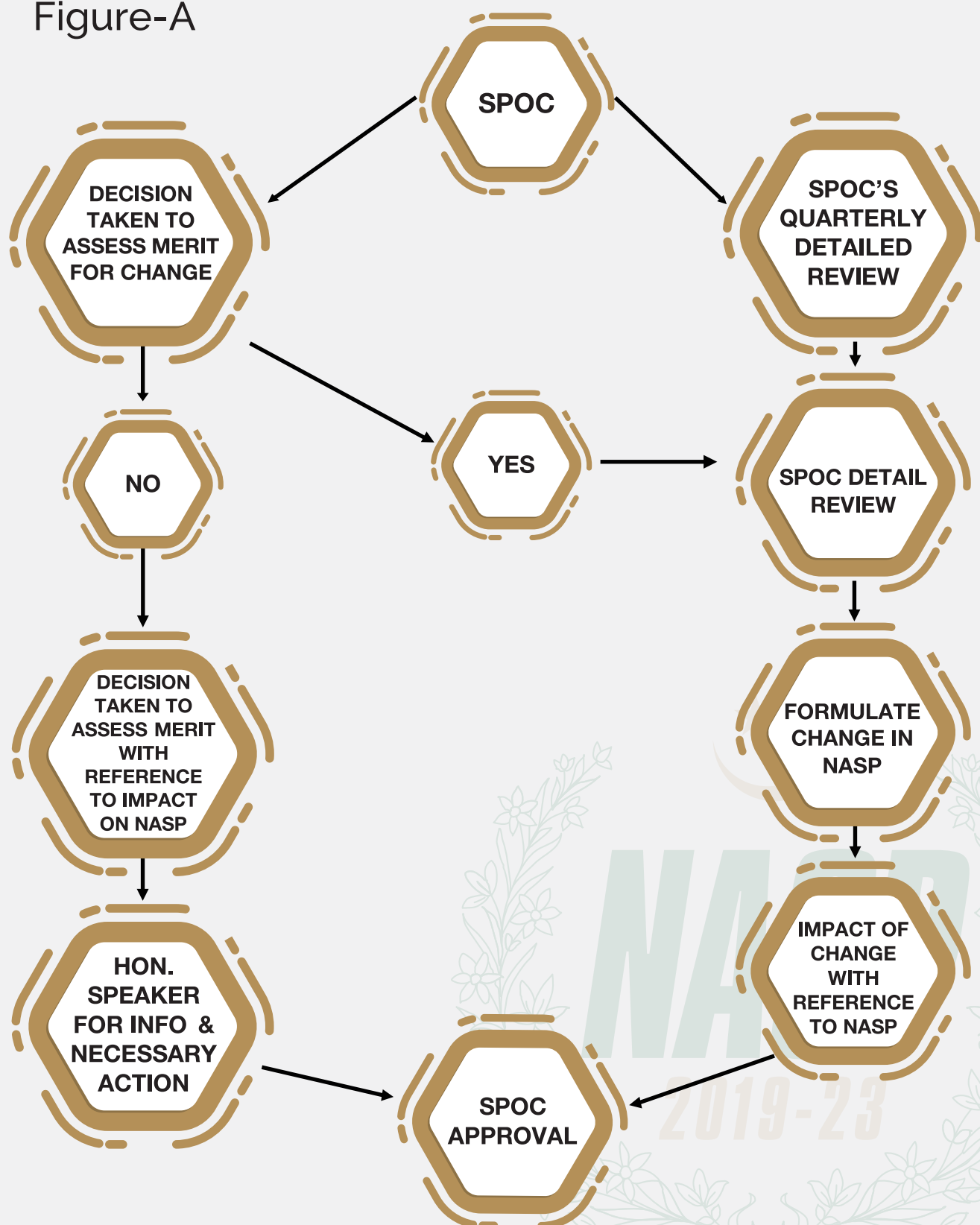
A consultative and participatory approach to change management, monitoring and evaluation has been followed. Understanding that the best conceived Strategic Plans require course corrections and alternations along the way. It is critical to monitor the NASP 2019-23 progress, measure outputs as well as outcomes, and obtain periodic feedback from all stakeholders.

For effective performance management, workplans and department-wise financial layouts will be developed to ensure delivery and progress. Both SPOC and PMU will ensure that all actors involved in implementation understand that the implementation must be steered, nurtured, monitored and supported to stay on track. Figure-A amply illustrates the governance mechanism of the proposed NASP 2019-23.

This report will be followed by detailed workplans to create timelines for effective implementation of the plan that delivers on the strategic objective of NASP 2019-23.

Governance Mechanism of NASP

Figure-A



ANNEXURE



ANNEX-I

MEMBERS OF THE STRATEGIC PLANNING OVERSIGHT COMMITTEE (SPOC)

1. Ms. Andleeb Abbas, Convener SPOC
2. Mr. Muhammad Mian Soomro, Federal Minister for Privatisation,
3. Dr. Shireen M. Mazari, Federal Minister for Human Rights,
4. Mr. Omar Ayub Khan, Federal Minister for Power, Petroleum,
5. Mr. Riaz Fatyana, Convener Parliamentary SDGs Secretariat
6. Syed Fakhar Imam, MNA,
7. Ms. Munaza Hassan, General Secretary Women Parliamentary Caucus
8. Mr. Iqbal Muhammad Ali Khan, MNA,
9. Mr. Muhammad Akhtar Mengal, MNA,
10. Mr. Ghous Bux Khan Mehar, MNA,
11. Mr. Muhammad Aslam Bhootani, MNA,
12. Mr. Ahsan Iqbal Chaudhary, MNA,
13. Ms. Marriyum Aurangzeb, MNA,
14. Dr. Aisha Ghaus Pasha, MNA,
15. Ms. Mehnaz Akber Aziz, MNA,
16. Ms. Shaza Fatima Khawaja, MNA,
17. Dr. Nafisa Shah, MNA,
18. Syed Naveed Qamar, MNA,
19. Ms. Shazia Marri, MNA,
20. Ms. Shahida Akhtar Ali, MNA.

Ex-officio members of the committee

1. Secretary, National Assembly Secretariat
2. Special Secretary, National Assembly Secretariat
3. Executive Director, Pakistan Institute for Parliamentary Services (PIPS)
4. Additional Secretary (Admn), National Assembly Secretariat
5. Additional Secretary (Legislation), National Assembly Secretariat
6. Additional Secretary (Committees), National Assembly Secretariat
7. Joint Secretary (International Relations/Public Relations), National Assembly Secretariat

Special Invite

1. Director General (International Relations/ Public Relations), National Assembly Secretariat
2. Director General (L&R), National Assembly Secretariat
3. Director General (IT/Automation), National Assembly Secretariat

NASP Strategic Plan

Vision:	Enhance credibility of the House to uphold people's aspirations for welfare, social justice and equality			
Mission:	To transform the lives of the citizens of Pakistan through quality legislation, effective oversight, budget appropriation and inclusive representation			
Values:	Integrity	Inclusivity	Excellence	
Goals	Strengthen legislation, budgeting and oversight through better access to expert knowledge, as well as evidence based and inclusive processes for safeguarding citizen's rights and welfare			
	Objectives		Strategic Priorities	
				KPIs
1	Legislation and parliamentary business strengthened to support members for drafting and review of better quality laws and actively participating in parliamentary business	Strengthen Legislative Drafting Wing		- Detailed Assessment on LDW with recommendations for strengthening - Action plan for LDW to improve access and services - Budget Allocation - Establishment of LDW Secretariat - Periodic LDW reports on Services utilised by members (especially Back Benchers)
				- Draft Concept paper and TORs for LAC - Establishment notification of LAC - MOUs for collaboration with leading and prominent experts, think tanks, and law schools - Periodic meeting reports and input reports
				- Develop processes and systems for piloting benchmarking system for parliamentary performance
				- Detailed Assessment of Committees working with recommendations for strengthening - Detailed resource allocation and requirements review for committees - Action plan for Committees to improve services - Budget Allocation and research support for committees strengthening - Reports of periodic meeting of council of Chairs and recommendations for strengthening committee systems.
2	Committee systems and structures enhanced by making systems and processes more effective and efficient for performance, legislative and budgetary oversight	Strengthening Committee System		- Development of detailed guidelines for public hearing - Budget allocation for public hearing - Public hearing reports and recommendations
				- Development of detailed guidelines for public hearing - Budget allocation for public hearing - Public hearing reports and recommendations

	Strengthening Oversight Systems	- Provision of technical human resources for committees, for the review of technical information pertinent to the ministries through engaged experts, research institutions, civil society, citizen engagement and professional bodies - Summary of laws pertinent to each committee shared with relevant committee members - Institutionalised systems for departments to periodically brief relevant committees on a. Status of laws implemented by the department b. Budgetary Briefs c. Progress reports (of relevant departments and institutions) - Periodic reports / briefs from relevant department - Feasibility for systems to review legislative impact
	Infrastructure	- Workspace assessment for all staff - Feasibility for extended office space - Team based - staff location for each section - Work space enhancement plan - Outsourcing maintenance work contract - Asset management plans covering transport, security, equipment, CCTV and firefighting systems
3	Quality human resource remains available for better service delivery to parliamentarians and the house	- Detailed HR Assessment - Updated HR Manual including job description for all staff position and Organogram - Staff deployment rationalisation plan, - Revision of employees recruitment rules (Employees rules 2015) - Revised TORs and HR Policies covering Recruitment, coaching and capacity development, KPI quarterly review, introduction of service structure, job rotation within the the Secretariat, and expert deputation - Allocation of subjects to various wings/units - update job descriptions - Rationalization of sanctioned strengths on need bases.
	Inter-departmental coordination	- Periodic inter-departmental coordination meetings
	Resource Allocation	- Financial Feasibilities for NASP priority areas - Budget allocation to NASP priorities - Budget approval by Parliamentary Finance House Committee
	Digitalisation for House	- Detailed ICT needs assessment for the business operations of the house - Development of ERP System - Human Resource MIS development
4	ICT tools optimised to strengthen parliamentary efficiency and effectiveness	- Facilitate access to legislative database - Launch of digital parliamentary database - Crosslink database to website and parliamentary forums - Facilitate awareness and understanding about legislative database and its potential for LDCs and members - Allocation of resources for the management and update of legislative database
	Digitalising Committee processes	- Digital database with issue based archives and ministry response archives - Provision for virtual participation in committee meetings and public hearings - Digitalised follow-up mechanisms for committees with dashboards
	ICT for Research Optimisation	- Access to research Database for researchers - Research archives and data of research requests managed and updated
	Connectivity	- High speed and secure internet connection
	ICT based public Engagement	- Provisions for ICT enabled public consultations, surveys, media management tools, content production and propagation of parliamentary achievements

5	PMU - Institutionalise PMU for the implementation and review of NASP, and strengthen it to perform effectively in monitoring donor/partner projects.	NASP Implementation	- Institutionalisation of PMU as Secretariat to SPOC with adequate resources - Development of M&E framework for NASP - Development of Periodic budgeted Operational Plans for NASP implementation - NASP Periodic review reports - Partners Engagement for the NASP Implementation - Partners Mapping Report
6	Diplomacy - Enable IR to better facilitate MPs in effectively representing Pakistan on foreign forums to improve country's image globally	Partnership Coordination	- Regular briefings and orientation for new members (PFGs & IR) - Evidence-based research access for IR - Adequate resource allocation - Enhancing Friendship Groups Engagement - Structured reporting /progress sharing mechanism on international visits for the house in periodic journals of the house - Improved documentation of success stories and learnings from conference
7	PIPS - Equip PIPS to become a centre for capacity development, research and outreach for Parliament by providing it adequate resources to carry out its objectives	Strengthen Parliamentary Diplomacy	- Assessment covering skills-set required for each position with priorities - Professional development plan (PDP) formalised and launched for each section staff covering areas of responsibilities - Recommendations and feedback system by supervisors on post-training assessment. - Periodic reporting on initiatives and priorities set under PDP - Job rotation mechanisms within the National Assembly Secretariat - Strengthen MOUs for formal linkages and cross learning opportunities with other parliaments, international forums and relevant bodies for each section - Experts engaged on deputation for technical support in relevant areas
		Comprehensive Staff Development	- PIPS Strategic Plan developed and implemented with periodic progress sharing - Budgeting autonomy - Modernising training techniques, revenue generating models and enhanced training base - ICT for online training - Enhanced PIPS website - Increased awareness about PIPS activities among Legislators and Secretariats - Assessment of priority areas for members and their orientation sessions, workshops and seminars - Quarterly Plans for structured cross learning and knowledge sharing events - Annual national conferences to promote key functional aspects and innovations pertinent to the Parliament - Research journals sharing and archiving
		Institutional Strengthening	- Increased awareness among MNAs on SDGs - Development of annual plans to track and measure SDGs implementation - Regular coordination with provincial SDG Taskforce and relevant departments - Promotion of parliamentary achievements for SDGs - Review of reports and data for implementation of SDGs - Engagement activities with academia and other relevant stakeholders for implementation of SDGs
		Services for Members	- Institutionalisation of WPC at NA - Develop strategic/annual plans for WPC - Enhance engagement with provincial caucuses - Representation of WPC in relevant international events - Provision of technical assistance to WPC on drafting, research and communication - Engage Academia and Youth for WPC events on relevant issues
8	SDGs - Enhance SDGs capacity and linkages with ministries, civil society, and international partners to improve effectiveness and achieve tangible results	Parliament for Development	
9	WPC - To institutionalise WPC, in order to strengthen its role and increase engagement with various stakeholders	Institutionalisation of WPC	

Mission 2: Parliament to effectively communicate, and positively engage with its publics to develop ownership and trust for the house

Objectives		Strategic Priorities	KPIs
10	NA effectively communicate with citizens to raise their awareness about a. Parliament, parliamentary values and parliamentary processes b. Channels to interact with the Parliament c. Individuals at the Parliament (Speaker, Members, Committee Chairs, Secretariat Sections and Staff) d. Current Parliamentary Business and Proceedings	Strategising Communication	- Develop a communication strategy for the house - Develop a communication and content development plan - Orientation /retreat for parliamentary reporters and journalists - Resource allocation for communication plan - Periodic reporting on communication plan
		PTV Parliament	- Ensure Framework for feasibility for the PTV Parliament
		Digital Media for Projection of Parliamentary Achievements	- Digital Media needs assessment - Content development plan for awareness on the Parliament - Provision for virtual tour - Interactive websites - Know your parliament - animations and info-graphics - Know your MP in 30 Sec - introductory videos on each page - Social media profiles of all members - Social media profiles of all committees - Social media profiles of all sections - Archiving of debates and questions of each member - Categorised archiving of data - Linkages to relevant forums, research institutions, COP, DIG - Web Channels Launched for house proceedings - Summaries of each session topic wise - Feedback summaries for each handle - Generation of Tweets/social media feeds, videos and information from each house proceeding - Special day messages, including national observances and UN world days/commemorations
			- Establishment of Media Directorate - Resource allocation - human resource - infrastructure - other allied facilities
11	Enhance and encourage citizen participation from a. Linkages with Academia / Research and Communities of professionals on areas of interest b. Youth and women c. Vulnerable population segments - minorities, People with Disabilities	Academia Engagement Plan	- Assessment of potential areas for academia linkages - Invitation to relevant academia sectors in the committee meetings - Parliamentary Studies Program / Course in collaboration with academic institutions
		Youth Engagement Plan	- Provision of High calibre graduates regular internship programs at the NA in areas relevant to NA sections. - Open Days for the Parliament and organised visits
		Citizen forums	- Digital and procedural facilitation to reach out to vulnerable segments of the society and to invite them for participation in relevant sessions





NATIONAL ASSEMBLY SECRETARIAT

PARLIAMENT HOUSE, CONSTITUTION AVENUE
ISLAMABAD, PAKISTAN

W W W . N A . G O V . P K