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PAKISTAN LEGISLATIVE STRENGTHENING PROJECT WORKPLAN FOR YEAR II

SEPTEMBER 2006 – AUGUST 2007

REVISED FOR APPROVAL OCTOBER 10, 2006

October 10 revisions to the Plan submitted September 8 2006

This document was produced for review by the United States Agency for International Development. It was prepared by Eleanor Valentine, Chief of Party, DAI.

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Contract No. DFD-I-00-04-00129-00 Task Order 01

Submitted to USAID – PAKISTAN
October 10,, 2006

Introduction

PLSP is a two-year initiative funded by the US Agency for International Development (USAID) and implemented under contract by DAI with local and international partners. Counterpart institutions are the legislative bodies of Pakistan: the National Assembly and Senate of Pakistan and the provincial assemblies in NWFP, Balochistan, Sindh and Punjab (in Year II it is proposed that the Legislative Assembly of Azad Jammu Kashmir may also benefit from the project's technical assistance). The project was initiated in September 2005. The current contract foresees operations through September 2007.

DAI is partnered with Social Impact, National Council for State Legislatures (NCSL), International Roll Call, and the Center for Legislative Development in implementing the Pakistan Legislative Strengthening Project (PLSP). These partners field legislative process and systems professional on short-term technical assistance (STTA) assignments.

Eleanor Valentine serves as DAI's Chief of Party and provides Long-term Technical Assistance (LTTA) as Legislative Processes Advisor and provides Legislative Oversight support. Christopher Shields serves as the project Deputy Chief of Party and LTTA Representation Advisor and provides direction for project implementation at the sub-national level. The PLSP team includes five long-term technical staff with an administrative staff to support the efforts outlined in this work plan. Pakistan-national professional personnel are engaged on the short-term for support in specific technical areas.

Program activities in each of the legislatures are focused around four general technical areas. The implementation of PLSP tailors activities to the specific needs of each assembly but also encourages joint activities when issues are relevant to more than one legislative house. During the first year of PLSP activities a number of potential legislative working groups emerged which will be supported in year II activities. The main task components of the PLSP include:

Representation – *Assisting Pakistani legislatures provide information to the public and receive input from citizens during the legislative process.*

Issues addressed include: media coverage of parliament, public hearings, parliamentary websites, dissemination of legislative records, parliamentary public relations strategies.

Law Making – *Assisting Pakistani legislatures, including members and staff, improve the structures and mechanisms by which legislation is analyzed, debated, and passed.*

Issues addressed include: committee structures, library and research, legislative drafting and development of a Parliamentary Institute for Legislative Studies (PILS).

Oversight / Accountability – *Assisting Pakistani legislatures oversee government operations, particularly in the area of budget formulation and implementation.*

Issues addressed include: question period, budget process and scrutiny; public auditing

Management / Infrastructure– *Assisting Pakistani legislatures improve the day-to-day management and operation of the legislative processes.*

Issues addressed include: strategic service delivery, systems development and management, equipment and hardware and software improvements, archiving and legislative records management.

The main PLSP program office is located in Islamabad with representatives in residence in each of the four provincial capitals. Project technical staff address the main project components working together with counterparts at the National Assembly and Senate as well as coordinate and support the work with counterparts at the provincial level. Provincial coordinators manage the respective provincial programs providing liaison with provincial assembly leadership and staff and tailoring activities to meet the specific provincial assembly needs. International specialists are engaged to address specific technical areas, providing a comparative context.

A memorandum of understanding has been signed with each assembly and each house has designated a focal person to facilitate project activities. Importantly, Legislative Development Steering Committees (LDSC) have been established at each house, including treasury bench and opposition members and the secretary of the assembly. LDSC's serve to provide guidance for project activities and to coordinate the contributions of other international donors to legislative capacity building efforts.

During Year I, a main focus for PLSP was the establishment of the Parliamentary Institute for Legislative Service (PILS). Based on the deliberations of the national Legislative Development Steering Committee on comparative studies and feasibility papers, PILS is envisioned to function independently under the overall guidance' of the Parliament of Pakistan through a governing board. PILS will serve the national and provincial parliaments with a mandate for training, information provision, research and other legislative services support. Political support for the establishment of PILS was confirmed at the July 2006 Speakers' Forum in Quetta where the leaders and secretaries of all houses confirmed the concept of PILS

- To conduct professional development and orientation programs for elected parliamentarians and the staff of the national parliament and provincial assemblies;
- To assist parliamentarians to be more informed by conducting or commissioning independent research on topical issues;
- To gather and organize data, which may be required by the parliamentarians in their work

Training activities conducted by PLSP during Year I comprise a foundation for a PILS curriculum. PLSP completed the renovation of a multi-purpose space at Parliament Lodges in Islamabad for conducting the PILS activities. This is an interim PILS facility to serve immediate-term needs, while a longer-term solution regarding the establishment of a permanent facility can be negotiated. This facility is now available for conducting workshops on a regular basis, including inviting members of different assemblies to a common venue in Islamabad. Whereas in Year I, PLSP conducted activities in the respective legislatures, in the future, PILS activities will encourage the conduct of joint activities for all houses in the Islamabad facility. This will encourage sharing of knowledge and best practices from the different legislatures in Pakistan. Likewise, PILS will be a venue for the joint meetings of legislative staff working groups envisioned in PLSP Year II. The research and information services envisioned under PILS will also serve as examples of the level of legislative service for elected members.

Other project activities fall into the category of systems and facilities improvements including ensuring public access to legislative proceedings, improving internal information systems and supporting improved practices through the introduction or improvement of tools and procedures.

Considerations and Assumptions

In preparation for designing the work plan for Year II, PLSP invited the focal persons from each assembly to participate in a effort to map out priorities and activities for 2006-2007. Focal persons from each of the provincial assemblies accepted that invitation and the Senate and National Assembly focal persons designated colleagues to participate in the process on their behalf. During this process, the workplan components, tasks and activities from Year I were assessed and reviewed and adjustments and additions to the tasks and activities proposed for Year II. A timeline reflecting the priorities of those discussions was drafted and disseminated after the meetings, and suggestions and feedback from focal persons has been incorporated into this draft.

As 2007 promises to be dominated by pre-electoral activities on the part of elected members of the National and provincial assemblies Year II activities will necessarily focus more on building the capacity of legislative staff, though work with the members of the Senate is also important as this body will not face elections simultaneously with the national and provincial assemblies. Therefore a number of activities related to the work of the house may be "tested" with Senate members and committees should assembly members not be available to participate or contribute.

Likewise, the Azad Jammu Kashmir Legislative Assembly was elected in July 2006. During the first week of September 2006, Mr. Shah Ghulam Qadir, Honorable Speaker of Azad Jammu and Kashmir Legislative Assembly approached PLSP with the request that USAID include AJK Legislative Assembly in the work of the project. After consultations with USAID Director of the Office of Democracy and Governance, an invitation was extended for members of the AJKLA to participate in any programs conducted in PILS and discussions were held on other priorities of the assembly which USAID may be able to address during the tenure of the project. Those requested activities are incorporated into this workplan, though the relationship of the project with the AJKLA has yet to be formalized.

Stakeholder approval will be necessary before the project provides support to the assemblies with equipment and new technologies to ensure sustainability.

Methodologies

A variety of methodologies will be employed to provide the technical assistance to achieve the workplan objectives.

Training

Consultations

Procurement

Publications (printed and media)

Study Tours/International Conference

Systems (Library and Legislative Management Systems)

Shared learning groups

- Reporters & Editors of Debates
- Legislative Branch Officers

Legislative Working Groups

- Focal Persons
- Librarians
- Research Officers
- IT Officers
- Committee Branch Officers (manual on public hearings)
- Rules and procedures
- Parliamentary service cadre

Work plan Presentation

The PLSP project is organized under four components with tasks within each component under which specific activities are planned. These components and tasks are summarized in the table below (page 7).

The component tasks are described with related sequenced activities including the following information:

- Activity Description and Rationale
- Provincial Level Activities
- Timeline/monthly schedule
- Methodologies
- Estimated Level of Effort of each Key Personnel¹
- Expected Outputs/Deliverables
- Expected Results for this work plan period
- Key counterpart Requirements

¹ Level of effort includes estimates of project staff time in days (long-term technical assistance or LTTA) and staff time of local and international short-term technical experts (STTA). Abbreviations of LTTA staff used are as follows:

COP – Chief of Party
DCOP – Deputy Chief of Party
RA – Representation Advisor
OA – Oversight Advisor
IT A – IT Advisor
LCC – Legislative Capacity Coordinator
IPC – Intern Program Coordinator
PC – Provincial Coordinator (one in each province)
DO – Director of Operations
CTA – Chief Technical Advisor (CCN STTA)
TS – Training Specialist (CCN STTA)



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PAKISTAN LEGISLATIVE STRENGTHENING PROJECT

PLSP Program Components/Tasks

SO 4: More participatory, representative and accountable democracy in Pakistan
IR 4.1 Improved Representation and Responsiveness of National and Provincial Legislatures

Component 1 Representation Improved	Component 2 Improved Lawmaking	Component 3 Oversight/Accountability Improved	Component 4 Improved Infrastructure and Management of Assembly
Task 1.1 Improve Access to Legislative Information	Task 2.1 Develop Parliamentary Institute of Legislative Studies (PILS)	Task 3.1 Enhanced Oversight Mechanisms	Task 4.1 Support Expanded Services and Use of Resource Center
Task 1.2 Enhance Parliamentary Websites	Task 2.2 Strengthen Library and Research Capacity	Task 3.2 Improved Accountability of the Budget Oversight Process	Task 4.2 Enhance Printing Facilities in Legislatures
Task 1.3 Live Broadcast of Parliamentary Proceedings	Task 2.3 Strengthen Committee System		Task 4.3 Enhance Parliamentary Service Capacity
Task 1.4 Improve Media Coverage of National/Provincial Parliament	Task 2.4 Implement Parliamentary Intern Program		Task 4.4 Improve Rules of Procedure to support increased transparency and accountability
Task 1.5 Public Committee Hearings	Task 2.5 Institutionalize Legislative Drafting Course		

Crosscutting Tasks

Task 0.1 Regular Meetings of the Legislative Development Steering Committees Instituted

Throughout Year 1, PLSP staff served as the secretariat for the national LDSC, which was formed prior to the start of PLSP. Meetings were scheduled monthly, and though periodic delays or postponements prevented holding meetings every month, the LDSC has become a formal and recognized body and meets regularly. The national LDSC has taken several significant decisions, including reviewing the PLSP Year 1 workplan, determining the overall structure of PILS, and reviewing options for telecasting of parliamentary procedures. In Year 2, the LDSC will continue to provide overall guidance to the ongoing activities of PLSP, identifying needs and capacity gaps and opportunities for project expansion. The national LDSC will also assume greater responsibility for operationalizing PILS. The specific staffing structure, identification of a PILS Board of Directors, and selection of a PILS Executive Director will all be addressed within the LDSC. Finally, several other donors, including the UNDP and DFID are planning parliamentary support projects. The LDSC will play an important role in coordinating and leveraging resources from these projects. Project personnel will continue to serve as the LDSC secretariat, arranging and hosting meetings, distributing minutes, and incorporating the group's decisions, suggestions and concerns into the overall PLSP implementation.

During Year 1, PLSP staff successfully established steering committees in each of the four provincial assemblies. All LDSCs have representation from a range of political parties and have taken an active role in review and contributing to PLSP planning. These provincial LDSCs have proved to be effective methods for communicating PLSP plans and successes and offered provincial participants a forum for identifying specific needs and concerns. Meetings have been scheduled on a monthly basis and in general, meetings have been held regularly. In the case of NWFP, the LDSC is temporarily suspended due to direction from USAID and the US Embassy. Project personnel will continue to serve as the provincial LDSC secretariats, arranging and hosting meetings, distributing minutes, and incorporating the group decisions, suggestions and concerns into the overall PLSP implementation.

Timeline / monthly schedule

September 2006 – August 2007: Monthly meetings of the national and provincial LDSCs

Expected Project Outputs

Monthly meetings of the national and provincial LDSC's. Minutes of the meetings and circulation of decisions/recommendations which affect the house.

Expected Results for this work plan period

The participation of assembly leadership, secretariats and members from multiple parties will assist gaining support for PLSP efforts and provide the necessary political support necessary to continue program activities.

The LDSC will take on decisions regarding important legislative capacity building activities initiated by the project including, but not limited to PILS, advancing Rules Changes, and supporting a Parliamentary Service.

Estimated Level of Effort of each Key Personnel

20	COP
25	DCOP
12	RA
12	OA
4	IA
12	LCC
6	IPC
12	DO
6	CTA
40	PC (5 x 8)

Key Counterpart Requirements

The Steering Committees will continue to offer feedback and suggestions to PLSP in the implementation of all program activities. As other donor programs come on-line, the national and provincial LDSCs will serve to coordinate and leverage resources for ongoing overall legislative strengthening activities, including PILS. Steering Committees will also serve to identify a cadre of Members interested in parliamentary reforms at both the national and provincial level.

Task 0.2 Coordination of Project Activities with Secretaries

Activity Description and Rationale

PLSP will convene a meeting of Secretaries from all the legislatures to present the Year II Work Plan, discuss opportunities to work more closely through their offices. Secretaries of Assemblies have proven to be among the most important stakeholders of PLSP, and their understanding and endorsement of the Year II work plan will be critical to project success.

The meeting agenda will include presentation of the major elements of the Year II work plan, with a specific focus on those activities that directly affect the Secretariats, review of organizational issue such as scheduling LDSC meetings, role of project focal persons, and participation of members and staff in PLSP and PILS events (including TADA and other budgetry issues), and discussion of feedback mechanisms to ensure quick resolution of concerns or problems. PLSP staff will also outline their expectations for collaboration and assistance from the different houses within the context of successful implementation of program activities.

The opportunity to communicate project goals, sequencing and expectations for the Secretaries' support will be important for the continued implementation of program activities and may serve to reduce bureaucratic obstacles. The meeting will also offer an opportunity to gauge the interest of Secretaries in specific activities and encourage at an early point, the coordination with other donor activities.

Convene meeting in mid October 2006 (assuming USAID approval of workplan by this date). A mid-year meeting with the Secretaries to review progress to date will also identify any areas where project activities or modalities should be adjusted.

Timeline / monthly schedule

October 2006	Convene an off-site meeting to review project workplan
February 2007	Convene an off-site meeting to review project progress and upcoming activities.

Expected Project Outputs /Deliverables

Two Meetings Convened with Secretaries of all assemblies

Expected Results for this work plan period

Inclusion of the Secretaries of the assemblies will ensure appropriate participation of legislative staff in project efforts and activities and provide sustainability of project efforts by the respective houses.

Estimated Level of Effort of each Key Personnel

2	COP
6	DCOP
2	RA
2	OA
2	IA
2	LCC
2	IPC
6	DO
2	CTA
20	PC (5 x 4)

Key Counterpart Requirements

The schedules of the houses and travel schedules of the secretaries will allow for simultaneous participation of all secretaries. If Secretaries are unable to personally attend, they will designate an appropriate Additional Secretary in their place.

Task 0.3 Quarterly meetings of PLSP Focal Persons

Activity Description and Rationale

PLSP is working with designated focal persons in each of the six houses the project supports. These focal persons are responsible for coordinating program interaction with Members and staff of the assemblies, facilitating meetings, and providing input on program activities. Project focal persons have contributed to the design of activities and, at the provincial level, have helped provincial coordinators organize and collect feedback on PLSP efforts. As a result, project focal persons have a unique understanding of both PLSP and the assemblies they work within. Additionally, their ability to communicate PLSP activities, engage assembly leadership in planning and program support, and mobilize Members and staff to participate in activities is critical to successful work in each House.

PLSP focal persons will be convened for quarterly meetings to discuss project implementation over the last quarter and plans for the upcoming quarter. This meeting will allow for a regular forum for key counterparts to share their perspectives on PLSP programming and offer the whole project staff their thoughts on effectiveness and timing of program activities. Focal persons will share best practices amongst their peers on communication, organization and facilitation with leadership. Meetings can be hosted at

different houses to provide an opportunity for one of the other house to highlight a particular innovation or practice of that house.

This forum will allow for the exchange of suggestions, best practices and perspectives on successful implementation of project activities from the different Houses. With project staff, Focal Persons will strategize how best to communicate legislative capacity building goals and objectives in their respective houses and dissemination of project accomplishments.

Timeline / monthly schedule

October 2006 – August 2007 Quarterly meetings of the project focal persons

Expected Project Outputs/Deliverables

Quarterly meeting of PLSP Focal Persons

Expected Results for this work plan period

Legislative capacity efforts will be understood and incorporated into the work in their respective houses.

Estimated Level of Effort of each Key Personnel

4	COP
8	DCOP
4	RA
4	OA
4	IA
4	LCC
4	IPC
8	DO
4	CTA
25	PC (5 x 5)
7	HO (TAMIS)

Key Counterpart Requirements

Different Houses will provide opportunities to accommodate the meetings of the focal persons.

Task 0.4 Project Monitoring and Evaluation

Activity Description and Rationale

The PLSP project contributes to USAID's strategic objective 4: "More participatory, representative, and accountable democracy in Pakistan" and *intermediate result 4.1: "Improved representation and responsiveness of national and provincial legislatures."* A Performance Management Plan (PMP), identifying the performance indicators to be used for measuring overall project performance was approved by USAID in February 2006. The Deputy Chief of Party carries the primary responsibility for data collection and continuous monitoring of indicators and outputs. The PMP is based on two goals: 1) to provide useful, timely information for results-based management decision making, accountability, and mutual learning experiences; and 2) to increase the plausibility of impact attribution—that is, to substantiate the project's impact to the greatest degree possible.

DAI's partner Social Impact has fielded an STTA "Monitoring and Evaluation Specialist" to help design the PMP. During Year II Social Impact specialists will assist the project team in reviewing the data collection and reporting to ensure consistency.

The Monitoring and Evaluation methodologies include surveys/questionnaires, focus groups, monitoring the legislative agenda and legislative activity, monitoring citizen participation in the legislative processes, monitoring the amount and quality of media coverage of parliaments, and monitoring the effect of training and skills transfer. Customer service surveys will be conducted with the staff and Members of the National Assembly, Senate and each provincial assembly. The survey results provide an opportunity to fine-tune training curricula, enhance services (Resource Centre, Libraries, research capacity) in addition to contributing data for the PMP.

DAI's Technical and Administrative Management Information System (TAMIS). TAMIS is fully functional on a secured Web page allowing project and DAI home office staff, as well as USAID/Pakistan and project focal persons, the opportunity to monitor and learn about each activity in an efficient and cost effective manner. TAMIS holds technical data related to the implementation of the PLSP project activities. The system includes a "Work Plan Management" component and a "Project Administration" component which focuses on the activities that make up the annual work plan and administrative functions critical to effective project management. In addition to specifying and tracking timing and resource allocation, the information stored TAMIS serves all other project management functions.

For the first level of performance monitoring, the work plan will be entered into TAMIS and linked with USAID's Strategic Objective and Intermediate Results to ensure that all activities contribute to PLSP's goals. Storage of the data in TAMIS results in data being available for viewing at any time over the life of the project. In the second level, measurable outputs for each task will be specified and noted in TAMIS. Monitoring progress on task outputs gives project managers a good sense of advancement towards completion of the work plan. Outputs will be reported in the monthly and quarterly reports, but completion of outputs during a quarter are noted as they occur, thus allowing real-time and continuous progress monitoring. Results will be reported quarterly, semi-annually.

In October, M&E Specialist will review PMP data collection and reporting for Year I and produce a summary report of the project performance and achievements. The Final PMP report will be issued within 90 days of contract closeout with the final project report.

Timeline / monthly schedule

October 2006 Activities	Mid-term Review and PMP Report for Year One
October 2006 – September 2007	Quarterly Monitoring and Reporting according to PMP
October 2007	Final Project PMP Report

Expected Project Outputs/Deliverables

Quarterly updates on Project Monitoring Goals

Expected Results for this work plan period

It is expected that the monitoring and evaluation process will help to inform the National Assembly and Senate of progress made and areas for further concentration of legislative strengthening. The Performance Monitoring Plan will help to illustrate improvements in attitudes and skills among MNAs, Senators and staff toward their representative, legislative and oversight functions.

Estimated Level of Effort of each Key Personnel

20	COP
30	DCOP
40	RA
40	OA
20	IA
30	LCC
30	IPC
20	DO
5	CTA
60	PC (5 x 12)
15	International STTA (Social Impact Monitoring and Evaluation Specialist William Millsap)
15	Survey Specialist
15	Local STTA
9	DAI TAMIS home office staff

Key Counterpart Requirements

Assemblies will provide access to necessary information for purposes of monitoring and evaluation.

Task 0.5 Project Close Down

Activity Description and Rationale

The second year of the Pakistan Legislative Strengthening Project is also the last year of the project under the current contract. Therefore project Close Down activities will commence approximately six months before the end of the contract (September 8, 2007).

Timeline/monthly schedule

December 2006	Plan for phasing out project activities drafted for USAID approval
February 2006	Property Disposition Plan for transferring non-expendable property to beneficiaries submitted to USAID for approval
May 2006	Review with USAID delivery schedule for all project reports and/or other deliverables required in the project's contract.

Expected Project Outputs/Deliverables

Property Disposition Plan
Quarterly Reports
Annual Reports
Final Report
LTTA End of Term reports
STTA Reports & Findings
Workshop Proceedings & Findings

Expected Results for this work plan period

Successful close down of the project with all deliverables met

Estimated Level of Effort of each Key Personnel

25	COP
12	DCOP
5	RA
5	OA
15	IA
5	LCC
5	IPC
25	DO
40	PC (5 x 8)
5	CTA
8	HO STTA
2	HO IT Staff

Key Counterpart Requirements

Legislative counterparts will have appropriate space to accommodate any equipment from the property disposition plan.

Component 1 – Representation Improved

PLSP's approach to improving representation will continue to be focused on assisting Parliaments provide citizens greater access to the parliamentary process. As a result, parliament will create mechanisms for citizen inputs and citizens and civil society organizations will be better able to contribute individual opinions, expert advice and organizational positions on the important issues and legislation facing their elected representatives. This will be accomplished through several means: making legislative records and materials more widely available; improving and in some cases developing parliamentary websites; promoting telecasting of parliamentary proceedings; training media to accurately and fully report on legislative sessions; and supporting public committee hearings. In Year 1, PLSP successfully supported the foundations of many of these tasks. For example, in Year 1, PLSP learned that through Pakistan's E-governance program, legislative management modules were being developed for the national parliament. Likewise, in Year 1, analysis and review of parliamentary websites will inform the design and launching of new websites, or new website design, in all four provincial assemblies.

Task 1.1 – Access to Legislative Information

Activity Description and Rationale

Task 1.1.1 Access to legislative records: The ability of citizens, civil society organizations and interest groups to obtain legislative records is limited. Individuals with personal connections may be able to obtain draft bills, copies of the legislative record, and parliamentary agendas. The current E-Governance agenda will provide the National Assembly and the Senate with a set of modules to manage legislative records. These modules will also offer the Parliament the ability to disseminate widely, through websites and materials, information on the parliamentary proceedings. PLSP will assist the national parliament with using the modules to offer greater access to citizens. This will include working with staff to develop dissemination policies and linking legislative databases to websites. These efforts will be paired with training for civil society organizations orienting them to legislative records and how they might use this information to offer expert advice and opinions to Parliamentarians and parliamentary bodies.

PLSP will provide the national parliament with print shop upgrade for production dissemination of the legislative record. The project undertook examination of the potential of adopting these modules to the provincial houses to provide consistency of systems and facilitate information sharing. In year II, the modules will be adapted for each house and equipment and training provided to support these systems.

Task 1.1.2 Transparency of Legislative Calendar: In Year 1, PLSP assisted the Senate produce a "Provisional Calendar of Sessions for the Fourth Parliamentary Year 2006-2007." While the calendar is not a definitive record of when the Senate will meet, the feedback from Senators and staff on how the calendar could assist them in planning their responsibilities was very positive. PLSP will work with the Secretariat of the National Assembly to produce a similar "Provisional Calendar" for their sessions over the next year.

Task 1.1.3 Parliamentary Overviews: In the run-up to the Parliamentary elections, there is a need to prepare for the influx of new Members who lack previous legislative experience. To this end, development of internal publications for new Members' Orientation offers key capacity-building assistance. The brochures describing the role and functions of the Senate developed during Year 1 for internal distribution in Year 2, can serve as models for similar brochures for the new Members' Orientation.

Task 1.1.4 Youth Understanding of Parliament: The younger generation is going to be the custodian of future parliamentary values and norms. PLSP will work with the public relations departments of Senate and National Assembly to conduct a series of orientation activities for select students and their teachers to the parliament house and the provincial assemblies. This will entail production of children / young adult / student specific outreach material regarding various aspects of parliament and provincial assemblies, work of the parliamentarians and parliamentary processes. This information series would serve as the background for the creation of “Model Parliament/Model Provincial Assembly” program that would serve the dual purpose of providing greater access to the institutions for young people as well as creating an educational base for greater awareness among young people about the Parliament/Provincial Assemblies, which can feed into general youth interest and future internships. The program once initiated and instituted through the public relation departments of each house can lay foundation for a regular and long-term parliamentary education programs. These youth programs will contribute to improved public access, understanding and support for the parliament among the youth.

Provincial Level

Task 1.1.1 Access to legislative records: The rules of procedure for the provincial assemblies are approximately 90 percent the same as those of the National Assembly. The Government of Pakistan E-Governance project developed a comprehensive range of legislative management modules for the National Assembly and Senate. PLSP will engage NETSOL, the software company developing these modules, to adapt them to the provincial level and implement them in all provincial assemblies. PLSP will assist the provincial assemblies with using the modules to offer greater access to citizens. This will include working with staff to develop dissemination policies and linking legislative databases to websites. These efforts will be paired with training for civil society organizations orienting them to legislative records and how they might use this information to offer expert advice and opinions to Parliamentarians and parliamentary bodies. In addition, PLSP will support through equipment and training, the modernization of print shops at the provincial level. PLSP will also work with the provincial assemblies to develop dissemination policies to ensure distribution of records printed in the new print shops.

Task 1.1.2 Transparency of Legislative Calendar: The legislative calendars at the provincial level are highly unpredictable. In some cases, sessions are held after only 30 minutes notice. PLSP will work with the secretariat to develop provisional calendars. The form of and inputs to these calendars will reflect the degree of uncertainty facing members and staff.

Task 1.1.3 Parliamentary Overviews: PLSP will produce brochures describing the role and functions of each provincial assembly patterned on the series of brochures produced for the Senate.

Task 1.1.4 Youth Understanding of Parliament: The materials and tours organized at the national parliament level will be shared to be adapted by provincial assemblies.

Task 1.1.6 Staff Directory: PLSP will assist Balochistan Assembly to compile and print a staff directory which describes the officer level staff, their qualifications and responsibilities in the house. In Balochistan, there are about 75 senior officers on staff, 90% of whom are on permanent appointment to the parliament. The Staff Directory template will serve as an example for other houses to follow both to inform members and staff of the role of these officers and how they serve the legislature, but also to highlight staff capacity for peer training and development.

Timeline / monthly schedule

September 2006	Negotiation with Netsol for transference of legislative management modules to Provincial Assembly
Sept -October 2006	Produce “provisional” session calendars for Provincial Assemblies
October 2006	Produce NA “provisional” session calendar
October 2006	Circulate proposal among National Parliament and Provincial Assemblies regarding Youth Model Parliament/Provincial Assembly program. In conjunction with Public Relations Officers, develop outline for conducting Models, establish timeline, and set criteria for participation.
November 2006	Finalize Senate Brochures and disseminate
November 2006	Produce directory of Balochistan PA staff
Nov – Dec 2006	Following installation of legislative management modules in National Assembly, assist secretariat staff with dissemination policy including links to website and producing records
December 2006	Workshops for national CSOs on accessing and using legislative records
December 2006	Work with provincial secretariat staff to develop dissemination policies for legislative records following upgrades in printshops (under Task 4.2)
January 2007	Announce Call for Youth Model Parliament/Provincial Assemblies; Prepare briefing paper on Models for distribution to schools and teachers.
January 2007	Meet with provincial leadership and secretariat to discuss design and content of assembly orientation brochures
February 2007	Present draft orientation brochures to assembly leadership and secretariats
February 2007	Conduct review of requests to participate in Youth Model Parliament/Provincial Assemblies; set dates for holding the Models; Finalize Model agendas.
March 2007	Produce brochures and provide to Parliament/Provincial Assemblies as foundation of New Member Orientation.
April 2007	Basic legislative management modules installed in provincial assemblies assist secretariat staff with dissemination policy including links to website and producing records
May 2007	Workshops for provincial CSOs on accessing and using legislative records
May 2007	Conduct initial Youth Model Parliament/Provincial Assemblies (Note: Models should be conducted separately not concurrently. Plan for 4

to 6 day schedule to allow for election of house officers, establishment of issue agenda, consideration time by committees of proposed legislation, floor debate of proposed legislation, voting and adjournment sine die.

June 2007

Conclude Youth Model Parliament/Provincial Assemblies

Methodologies

Software development and installation, consultations with stakeholders, training, Publications.

Expected Project Outputs/Deliverables

Outputs under this task are the installation of legislative management modules at the national and provincial levels with established policies to expand mechanisms for public access to public records. CSOs will receive training on using legislative records. Publicity brochures will be produced and disseminated for all houses in consultation with stakeholders. Provisional session calendars will be produced for all houses. A film on parliament will be produced for new members and the public in advance of the elections to increase public awareness.

Expected Results for this work plan period

Legislative information will be more accessible both within the legislative institution and to the public. The public will have a better understanding of the role of the parliament and provincial assemblies.

Estimated Level of Effort of each Key Personnel

5	COP
10	DCOP
30	RA
5	OA
10	IA
10	LCC
10	IPC
10	DO
5	CTA
75	PC (5 x 15)

Key Counterpart Requirements

The National and Provincial Assemblies will implement the legislative management modules and produce dissemination policies for legislative records. National and Provincial Assembly will assist in developing brochures and provisional session calendars. The software company, NETSOL, will finalize the legislative management modules and install them in the National Assembly. They will also adapt them for the provincial assemblies.

Task 1.2 – Enhanced Parliamentary Websites

Activity Description and Rationale

Parliamentary websites can be powerful tools to provide parliamentary information to citizens, civil society organizations and other interest groups. USAID has previously funded a study by Global Interlord Technologies to assess the current state of websites for the National Assembly, Senate, and four provincial Assemblies. PLSP has subsequently assessed the compliance of these existing websites with the recommendations of the International Parliamentary Union.

The National Assembly and Senate websites are being redesigned under the Pakistan Electronic Government Directive project and will incorporate inputs from the new legislative management modules and allow for greater access to parliamentary records and information. Additionally, however a number of National Assembly and Senate Committee Chairs have expressed interest in developing websites for their committees. PLSP will assist these committees in designing and launching websites related to their committee operations and work which will be accessible and compatible with the institutional sites.

Provincial Activities

PLSP will assist the assemblies in NWFP and Balochistan design and launch websites. The project will also support upgrades to the website in Sindh and Punjab. PLSP staff has already conducted a public tender based on the specific requirements of the different assemblies. In Year 2, PLSP will select a website design firm and supervise their completion of the websites within a specified time period with the assistance of IT staff and specifically website focal persons at each assembly. The website development/improvements may include capacity to support webcasting facilities. Assembly staff will receive training on website launching, maintenance, and content management to support the long-term viability of the website. The websites would be developed on the basis of Content Management System for easy up gradation and maintenance. PLSP will also conduct workshops with CSOs on how to use the new websites.

Timeline / monthly schedule

September 2006	Completion of website tender and selection of provider
September 2006	Receive approval of website IRM
Sep – Dec 2006	Respective houses collect content data for the websites
Oct – Jan 2006	Provide designs of website with PLSP and Assembly input.
Sep - Dec 2006	Development of ToRs and initiate tender for committee websites
January 2007	Launch of websites for Provincial Assemblies (promotional materials produced)
January 2007	Training for Provincial Assembly secretariat IT staff, in each Assembly, on using the website and website maintenance and updates
Jan - Feb 2007	Training for Provincial Assembly secretariat staff, in each Assembly, on using the website
January 2007	Training for MPAs, in each Assembly, on using the website

Jan – Sep 2007	Continued support to PAs on website maintenance and updates
Jan - March 2007	Launch Committee websites
Mar - April 2007	Training for NA and Senate IT staff on committee website maintenance and updates

Methodologies

Training, technical supervision of website provider, public tender and transparent selection.

Expected Project Outputs for this work plan period

Each of the provincial assemblies will have websites that conform to IPU recommendations. The websites will also be able to support webcasting facilities. National parliament committees will have piloted websites that are replicable for other committees.

Expected Results for this work plan period

The public will be more informed as parliamentary information will be available to the public through the internet.

Estimated Level of Effort of each Key Personnel

5	COP
22	DCOP
22	RA
6	OA
30	IA
10	LCC
10	IPC
10	DO
5	CTA
90	PC (5 x 18)
20	International STTA
7	HO

Key Counterpart Requirements

Provincial Assemblies will have competent IT staff who can support and maintain websites designed and developed by private developers. National and Provincial Assemblies will adapt legislative management modules and provide public access to legislative records.

Task 1.3 – Telecasting

Activity Description and Rationale

During Year I, PLSP focused efforts on providing background research and consultations with the leadership of the houses on the opportunities and impediments to telecasting the proceedings of the house. A legal survey revealed that there were no impediments in the existing standing rules of the house that would preclude the opportunity to live telecast the proceedings of the house. PLSP advocated for enhanced access of the parliamentary proceedings to private TV channels in response to a growing awareness about need for public access of the parliament and appropriate coverage of the house proceedings. This is especially true for important events such as presentation of the budget, no-confidence

motions, debate on important legislation (Hudood law) etc. Comparative examination of how other parliaments have introduced telecasting reveal that phased introduction of the technology (starting with establishment / improvement of in-house Audio-Video archiving and dissemination capacities, and availability of quality pictures for in-house monitors) would be an appropriate approach for Pakistan as well.

In addition to institution of necessary technological capacity, it is necessary to develop a policy framework simultaneously in consultation with house leadership and the parliamentary stakeholders. PLSP is working with the partners to find appropriate means to begin telecasting of select parliamentary procedures such as the Question Hour, the budget session and other critical debates. This step can be followed with gradual expansion of live parliamentary coverage via audio and video broadcasts. Technical capacity of each house and the broadcasting media were explored and recommendations for phased broadcasting were submitted to the respective LDSC's.

In June 2006, PLSP received communication from the Minister of Information that decisions regarding telecasting the proceedings of the house rest with the Speaker/Chairman of the house, not with the ministry. In July 2006, the Speakers' forum in Quetta discussed the issue of live telecasting of parliamentary business and agreed in principal to take up the matter in the next meeting in order to make a final decision now scheduled for October..

In Year II, the project will, in consultation with counterparts in the parliament and media stakeholders draft a policy guideline or protocol for television coverage. This will include operation guidelines, policies and specify standard content areas for programming. The operations guidelines will address issues of concern to the opposition (eg., unhampered filming from the floor of each house) and treasury benches (eg. placement of fixed position cameras with defined camera angles).

Procurement of necessary audio and video equipment and CCTV installation for selected houses will proceed. Procurement may provide additional equipment and software to further support tele/audio casting and/or enhanced A/V recording capacity in the assemblies. Procurement decisions will be influenced by the degree to which existing equipment meets the requirements, whether the house has already initiated procurement of TV equipment (for example the new construction plans in NWFP and Punjab includes TV equipment provisions)

Additionally, the human resource requirements for staff to support enhancement of the Audio/Video and telecasting capacity will be addressed with counterparts. Strategies for new recruitment and/or training of current staff will be included as required by each house. Staff capacity in the respective houses will also influence whether sophisticated broadcasting equipment will be serviceable in the respective houses.

Task 1.3.1 Policy Guidelines for Broadcasting In Year II, the project will, in consultation with counterparts in the parliament and media stakeholders draft a protocol or Terms of Reference (TOR) for television coverage. This will include operation guidelines, policies and specify standard content areas for programming. The operations guidelines will address issues of concern to the opposition (eg., unhampered filming from the floor of each house) and treasury benches (eg. placement of fixed position cameras with defined camera angles).

Task 1.3.2 Equipment Upgrades. Procurement of necessary audio and video equipment and CCTV installation in the Senate and in other houses will proceed. Procurement may provide additional equipment and software to further support tele/audio casting and/or enhanced A/V recording capacity in the assemblies.

Task 1.3.3 Media Archiving and Management Systems. An important aspect of the audio and video recording of sessions and business of parliament is the system for archiving

media recordings for access by members and the media. Additionally, the human resource requirements for staff to support enhancement of the Audio/Video and telecasting capacity will be addressed with counterparts. Strategies for new recruitment and/or training of current staff will be included as required by each house.

Task 1.3.4 *Establish Media Centers*. Management of the broadcasting and recording activities of the respective houses can best be managed if a “Media Center” is established in each house. The media centers should be ascribed the tasks to:

- Serve the in-house audio/visual needs of MPs
- Facilitate media coverage of the National Assembly and the Senate
- Provide technical assistance to the MPs and Media
- Provide access and archival storage of audio/visual recordings of Parliament

On the national level, there may be a need to have two media centers, one for the National Assembly and one for the Senate. Each Provincial Assembly should have a similar but scaled facility.

Provincial Level Activity

In the year 1, the PLSP team engaged in identifying operational and regulatory considerations to enable live telecasting of parliamentary proceedings in the provincial houses. Based upon research of existing rules and policies, and in consultation with partners PLSP prepared a study on Tele/Audio/Web casting of house proceedings in the provincial assemblies, which was shared with the provincial steering committees.

Over the year, level of access to electronic media in each provincial assembly secretariat has varied according to their respective speakers’ discretionary policy. For example, the Punjab Assembly has been web-casting house proceedings, which has the potential to reach a global audience although currently technical constraints restrict the number of viewers. PTV is the only broadcaster which has full access to provincial assemblies, though private channels were provided access to the Balochistan Provincial Assembly for the budget presentation. NWFP Assembly has been more liberal in its policy with regard to providing access to private TV Channels to cover portion of its sessions with film crews on the floor of the chambers. PLSP has found that private station owners are interested in greater access to cover proceedings but will not accept prior restraint. Assembly leaders, secretariat information officers and broadcast executives have informed PLSP that they would like to expand coverage for private and public broadcasters. They have also underscored an interest in facilitating greater audio access to assembly proceedings and moving progressively towards dedicated electronic coverage.

Respective Provincial Assemblies, supported by their Speakers, relevant house committees and LDSCs will be encouraged to gradually expand media coverage of proceedings. First steps could be FM radio coverage of proceedings, access to private and public television to cover “Question Hour”, portions of debate. Select coverage of committee meetings. Audio archives of proceedings could be made available on assembly websites. Assembly secretariats could also set-up or upgrade their audio-visual departments to provide video recordings of proceedings to the private media for a fee.

PLSP will liaise with the Speakers’ Conference, PBC, PEMRA, private station owners, experts on Media Law and other parliamentary experts to consider solutions to TV/radio coverage of House proceedings. The project will facilitate Provincial Assembly Secretariats in setting up audio, tele and/ or web casting capacity.

As regulation of the broadcast media is a federal question the provincial assemblies are looking to the national parliament for a cue. In Year II PLSP will continue to work with the provincial assemblies to enable improved access of media, especially the electronic media, to the house proceedings. PLSP will work towards formulation of a ‘policy guideline’ for

television coverage. The guidelines will address issues of concern to the all shades of representation.

PLSP will procure necessary audio and video equipment and CCTV installations for each Assembly. The human resource and training requirements to support enhancement of the Audio/Video and telecasting capacity will be addressed with counterparts.

Timeline / monthly schedule

September 2006	Guidelines for Telecasting submitted to all LDSC's for review
December 2006	Camera and equipment procurement for Senate, National Assembly, Balochistan, Sindh Punjab and AJK Assemblies
December 2006	Broadcast training for staff, MPs and media (based on policy guidelines drafted)
March 2007	Review of Audio/TV coverage with LDSC and identification of potential enhancements
March 2007	Procurement of Equipment/software for media centers
April 2007	Audio-Video Archiving System in place
April 2007	Launch tender for media center renovations and equipment
April 2007	Initiate renovations of media centers
June 2007	Open media centers in all houses

Methodologies

Policy Documents Drafted, Procurement, Consultations, Training,

Expected Project Outputs /Deliverables

Improved Video (CCTV) will be available in each of the respective houses.

Broadcast Policy Guidelines will be adopted by each house.

Improved video archiving system will be in place.

Staff will be trained to maintain systems

Expected Results for this work plan period

Interim results of CCTV in the respective houses capacity will allow for staff and members to better follow the proceedings of the house. Improved video archiving will make past proceedings and debates available to members and media. Should a decision be made to allow live telecasting from parliament and/or the assemblies, this will increase the public's understanding to the role of the legislature, the decision-making processes and how their elected representatives are representing their interests.

Estimated Level of Effort of each Key Personnel

5	COP
25	DCOP
24	RA
6	OA

20	IA
10	DO
5	CTA
125	PC (5 x 25)
18	International STTA
30	Local STTA

Key Counterpart Requirements

The administrative and political leadership of the respective houses will support the installation of the equipment upgrades or new equipment. Political leadership will agree to developing partnerships with public and/or private TV for telecasting session activities.

Task 1.4 - Improved Media Coverage of Parliament

Activity Description and Rationale

Task 1.4.1 Training Journalists: During Year 1 of the program, PLSP conducted a seminar for journalists on reporting on parliamentary proceedings. The seminar was considered helpful and productive by 99 percent of those who attended, as it focused on sensitization of journalists to the workings of the national and provincial assemblies. It included overviews of legislative terminology and recommendations from former members on how to collect and present information in a manner that is accessible to their readers. Follow up consultations with journalists who had attended the seminar identified areas where further training would enhance the coverage of the house proceedings and legislative business outside the house. In Year 2, PLSP will continue with targeted training of journalists. The curriculum developed during Year 1 will be repeated, with additional training focusing specifically on other program initiatives including Question Hour, Budget Process and the work of Committees (including public hearings).

Task 1.4.2 Public Relations Office Enhancement A major constraint for journalists is access to space and information within the assemblies they serve. While press passes are available to representatives from press outlets, issues of access in the assemblies and to members are often ill defined. Each assembly has a Press Gallery Committee responsible for negotiating between accredited members of the Press and the Speaker of the Assembly. In NWFP, this committee works very effectively in resolving concerns, while other committees are not effective. PLSP will convene a workshop of Public Relations Officers to discuss and share press gallery policies and best practices and developing effective working relationships. This workshop will also review issues of access to legislative documentation, specifically related to activities involving activities under Task 1.1, *Increasing Access to Legislative Information*. The workshop will focus on improving existing PR practices including:

- Identifying the range of audiences for information from the Assemblies;
- Drafting effective and timely press notes;
- Using brochures developed in Task 1.1 for use with media and other audiences;
- Initiating outreach programs for small groups to visit the Assemblies;
- Using “new media” techniques, such as video press release using equipment furnished in Task 1.3
- Developing Communication plans for high profile visits, crises, and other moments of high press interest

The workshop will include presentations of former parliamentarians with public relations expertise as well as representatives from the private sector who will offer alternative perspectives on the power of PR functions.

Task 1.4.3 Press Gallery Year I assessments revealed that press galleries in each house required equipment upgrades to facilitate the work of accredited journalists in each house. During the first months of Year II, that equipment will be installed. The DCOP, Representation Advisor and provincial coordinators will work with the Senate, National Assembly and provincial assemblies to develop to ensure that the galleries will offer accredited journalists space and equipment to facilitate their work and timely submission of stories about the legislative process. They will serve as a venue for journalists to interact with members to improve the scope of parliamentary reporting.

Task 1.4.4 Media Relations Training for Members A final element of the PLSP efforts to improve media coverage of parliament is the orientation of Members and staff to interaction with the media. Following the installation of telecasting equipment outlined in Task 1.3, the DCOP and Representation Advisor along with an international expert, will design and implement a training for members on taking advantage of the broadcast medium, including noting the camera placements, and understanding the broadcast policies of the Assembly. The DCOP and Representation Advisor, along with Former Members, will also develop a curriculum and provide training on media relations to Members of National and Provincial Assemblies, as well as key staff.

Timeline / monthly schedule

October 2006	Press Gallery upgrades installed in all houses.
November 2006	Workshop with PROs from all Provincial Assemblies and development of guidelines/recommendations.
December 2006	Conduct Broadcast training for Members, staff and media on new telecasting equipment and presentation skills.
December 2006	Follow-up training with PROs from all Provincial Assemblies on the implementation of guidelines/recommendations
January 2007	Develop media training curriculum for Members and media – focused on key areas of PLSP work plan
January 2007	Consultation on developing media centers in all houses
February 2007	Provide media training for Members and media
June 2007	Budget briefing for journalists, including introduction of Budget Analysis Tool

Methodologies

Training, consultations, curriculum development, facilities upgrade and procurement of equipment.

Expected Project Outputs/Deliverables

Standard Press Gallery Committee policies will be developed for all houses. Journalists will receive targeted training on reporting on specific parliamentary events such as question hour, budget and public hearings related to PLSP efforts. Members will receive training on broadcasting policies and new equipment as well as media relations techniques. Press galleries will be enhanced and Media centers will be developed in each house.

Expected Results for this work plan period

Increased transparency and more timely and detailed coverage of legislative activities of the house and other activities of members.

Estimated Level of Effort of each Key Personnel

3	COP
22	DCOP
22	RA
6	OA
10	IA
8	IPC
5	DO
5	CTA
100	PC (5 x 20)
2	International STTA
20	Local STTA

Key Counterpart Requirements

Media centers will require allocation of space by the Houses, renovation and the installation of fax machines, computers with Internet connectivity, and furniture.

Each House will contribute space to develop a media center. Each house will participate in developing and implement recommendations on interaction with Press Gallery Committees. Members will recognize a need for training on media relations. Journalists will recognize a need for training on parliamentary affairs.

Task 1.5 – Public Hearings

Activity Description and Rationale

Public committee hearings represent an important mechanism for citizens, interest groups and experts to contribute to parliamentary deliberations on a policy issue or a pending bill. They are also an important method for the Parliament to conduct oversight of government performance in delivery of a specific service or program. In Pakistan, Parliamentary Committees rarely open their meetings to the public and the practice of public hearings, though allowed for in the rules, does not exist. PLSP will identify two to three committees of the National Assembly and Senate to begin field testing the practice of public hearings.. Many of the activities related to the planning of these hearings will be described in Tasks 2.3 and 3.1, below. PLSP will support committee staff in planning the logistics for the hearings, identification of experts (individual and organizations) and well as provide an orientation to Members on their roles and responsibilities within the hearing.

The role of civil society organizations (CSOs) in the organizing and implementation of public hearings will be particularly important. CSOs, particularly those operating at a grassroots level, may provide committees with specialized information about policy issues and offer access to networks. For each public hearing, PLSP will work with committee staff, members and chairs to develop a list of possible CSOs who can contribute expert testimony. An orientation to those CSOs will precede participation in public hearings.

Effective public hearings depends not only on the legislative staff and members, but also on the level of preparedness and understanding of the representatives of Civil Society Organization presenting their views to the committees. PLSP will also work with a Committee Branch Working Group (described in Task 2.3) to develop a manual for public participation in public hearings. The presentation of this manual will coincide in orientation workshops for civil society organizations on participating in committee hearings.

Provincial Level Activity

Provincial Coordinators will identify committees in each provincial assembly who are willing and able to pilot public hearings on issues under their jurisdiction. Committee Branch officers will participate in the working group on developing the Public Hearings Manual which will be adapted to each house.

Timeline / monthly schedule

November 2006	Identify committees for participation in public hearings
November 2006	Develop curriculum for Member and staff workshops on conducting public hearings.
November 2006 Manual	Convene Committee Branch Working Group on Public Hearings
December 2006	Workshop for Members of selected committees on participation in public hearings.
December 2006	Workshop for Staff of selected committees on participation in public hearings.
December 2006	Orientation to CSOs on participating in public hearings.
January 2007	Conduct field test of public hearings on oversight with two to three committees
February 2007	Convene Committee Branch Working Group on Public Hearings Manual
August 2007	Completion of public hearing manual for public participants by Committee Branch Working Group
August 2007	Workshops for civil society on public hearings

Methodologies

Logistical and organizational assistance, training, curriculum development, manual development

Expected Project Outputs /Deliverables

At least two committees will successfully hold public hearings on accountability. Members will receive training on their roles and responsibilities and staff will receive training on planning and logistics. A manual on public participation in public hearings will be developed.

Expected Results for this work plan period

Public Committee hearings will provide legislators with a wider range of opinion and expertise than that available in the government. The public will be informed of pending policy/legislative changes or legislative oversight of current laws and policies being implemented.

Estimated Level of Effort of each Key Personnel

5	COP
15	DCOP
10	RA
6	OA
10	IA
10	LCC
10	IPC
10	DO
5	CTA
75	PC (5 x 15)
15	International STTA
20	Local STTA

Key Counterpart Requirements

National Assembly and Senate committees express interest in holding public hearings on government performance. Committee chairs, members and staff recognize the importance of public hearings. Senate will not be having elections and therefore has potential to serve as a model for this activity.

Component 2 – Lawmaking

PLSP support of lawmaking will be to assist members and staff of the national and provincial assemblies play a more active and informed role in the formulation and deliberation of legislation. The focus will be on developing the institutions, forums and inputs that play a significant role in supporting Members contributions. PLSP will pursue this in Year 2 by addressing four main areas: the continued support for the Parliamentary Institute for Legislative Service, both in the institutional design and in curriculum development; training and assistance to improve the information services available to Members; strengthening the committee system; and by managing and staffing a robust intern program to support parliamentary committees and departments. PLSP work in Year 2 will augment work initiated during Year 1. For example, during Year 1, PLSP has supported LDSC discussion and decision making on the key elements of PILS scope and structure. Throughout the year, PILS has evolved from an idea in name, to a defined institutional structure (with interim space) endorsed by the LDSC and the Speakers' Conference. In Year 2, PLSP will continue working towards the establishment of the Governing Board and appointment of the Executive Director. Curriculum in all areas will be formalized and added to the PILS roster. Likewise, in Year 1, an initial intern program was initiated in the National Assembly and Senate. In Year 2, the national level intern program will be expanded significantly and intern programs will be launched in all of the provincial assemblies.

Task 2.1 – Develop Parliamentary Institute of Legislative Service (PILS)

Activity Description and Rationale

In August 2006, the Speakers' Conference endorsed the idea and LDSC's at both the National and provincial levels. The mandate was confirmed to

- conduct professional development and orientation programs for elected parliamentarians and the staff of the national parliament and provincial assemblies;
- assist parliamentarians to be more informed by conducting or commissioning independent research on topical issues;
- gather and organize data, which may be required by the parliamentarians in their work

With elections likely in the next 12 months, PILS will serve an important function in offering New Member Orientation. During Year 1, important advancements were made to ultimately launch PILS. LDSC members reviewed different models for such a training institute, selected a model most suitable for the Pakistani environment (outside of parliament, but governed by Parliament), and reviewed a feasibility study for the human and physical resources necessary to maintain an institution of different sizes. An interim training facility was created within the Parliament Lodges. PLSP offered several training modules that will be transferred to PILS including: Question Hour Training, Budget Analysis Training, Legislative Drafting, and Press Gallery Training. For the majority of Year 2, PLSP will develop PILS on several parallel tracks: supporting the planning and institutional development of PILS; developing curriculum and offering training to members and staff through an interim PILS; developing the support services for members (research, legislative drafting support, information database).

2.1.1 Supporting the planning and institutional development of PILS: At the end of Year 1, the LDSC has endorsed a plan for PILS to include three components: training, research, and other services. Draft policies have been developed covering training and research. In Year 2, PLSP will work with the LDSC to rapidly move forward on the staffing structure, financing and physical infrastructure of PILS. PLSP will draft a Terms of Reference for the PILS Governing Board – chaired by the Speaker of the National Assembly and Chairman of the Senate, and including representation from Members of treasury and opposition Members, key staff, and potentially the provinces. PLSP will also finalize and advertise widely the

position of PILS Executive Director. Once the candidates are interviewed and a finalist identified, PLSP will hire this individual for an initial contract covering the remaining term of the PLSP project. PLSP will work with the LDSC and eventually the Governing Board to scope an appropriate staffing structure and begin hiring staff. PLSP staff will also work with provincial assemblies to draft preliminary budgets for supporting provincial participation in PILS activities. It will be important for provincial assemblies to include allocations into their 2008 budgets. There are ongoing discussions regarding a permanent facility for PILS. PLSP will assist the LDSC and ultimately the PILS Governing Board by advising on the design of modern training facilities and preparing budgets on initial furnishing and upkeep of the facility. Finally, PLSP will establish an interim mechanism by which MNAs and Senators can make requests for research projects. The project will contract with individuals and organizations pre-qualified to produce the range of research products beyond the scope of the existing parliamentary research staff. These organizations will receive training under activities detailed in Task 2.2. At the same time, PLSP will finalize the draft policies on training and research, and begin developing the sound organizational structures necessary to adequately serve the needs of members and staff.

Milestones: The PLSP project will outline for the LDSC a series of milestones that the project counterparts must meet if the overall objective of opening a fully function training institution is to happen within the PLSP project. These milestone will include:

- Selection of an Executive Director
- Selection of a multi-partisan Governing Board
- Budget allocations from Provincial Assemblies for Member and Staff participation in Islamabad events
- Budget allocation from National Government for building and staffing
- Agreement on staffing structure
- Hiring of staff

2.1.2 Developing curriculum and offering training to members and staff through an interim PILS: The importance of a training institution for Members and staff of the National and provincial parliaments has been recognized by all key stakeholders. The PLSP commences Year 2 having completed a number of successful training events for Members, staff and civil society where different methodologies were piloted. In Year 2, the emphasis will be both on continuing to address training needs by organizing specific training programs and formalizing the training curriculum for the transfer to PILS. PLSP has engaged an Instructional Design Specialist who will be working with the project throughout Year 2 to organize this effort. She has already identified several Pakistani instructional design specialists who will work on an as-needed basis to develop training. The formalization of training will occur throughout Year 2. In addition to training outlined in other tasks of the work plan, specific focus will be on placed on developing master trainers in the area of legislative drafting and institutionalizing legislative drafting capacity among staff, civil society and Members (described under Task 2.5); and the development of a general training on the overall legislative process which will be especially relevant for the New Member Orientation. A full plan for New Member Orientation will be developed by PLSP with stakeholders and where gaps in the curriculum exist, training modules will be developed.

Additionally, under PILS, the project will conduct policy seminars on selected topics. Specialists from Pakistani and international organizations can be invited to lead such policy fora. For example, one such topic might be on legislators' role in conflict mitigation. Specialists from the Arlington based Institute for Multi-Track Diplomacy which focuses on national and inter-national ethnic conflicts might be engaged.

2.1.3 Developing and supporting the services to members: In addition to training programs, PILS will provide a variety of support services to the members. This may include a range of services from translation to legislative drafting. Research support activities are discussed under Task 2.2 and legislative drafting under Task 2.5.

2.1.4 *Information Database*: Members have indicated a need for informational resources systematically organized for their quick reference. PLSP has initiated during year I the compilation of information resources, which were first issued as resource guides to selected committees. An informational resources database initiated under Year I will be further developed for web-based access to be maintained and updated under PILS.

2.1.5 *Design of PILS Facility*: PLSP will work with the National LDSC and representatives from each of the provincial LDSC's to oversee the process of designing a permanent PILS facility. This includes space planning and overseeing the tender for construction.

Timeline / monthly schedule

September 2006	Develop Legislative Process training, involving former members and staff of National Assembly and Senate
September 2006	Draft and disseminate Terms of Reference for PILS Governing Board
September 2006	Draft and advertise Terms of Reference for PILS Executive Director
September 2006	Preliminary meeting of Former Member Association
September 2006	Develop list of Key Counterpart Trainers (former Members and Staff) who may be called on as resources for PLSP and PILS training
September 2006	Develop initial Committee Operations Module of New Member Orientation
Sept – Nov 2006	Develop informational database for committees
Sept – Nov 2006	Formalize curriculum of Legislative Process training
October 2006	Review applications for PILS Executive Director
October 2006	Mechanisms to outsource research for MNAs and Senators through PILS established
November 2006	Conduct Legislative Process training for National and Provincial Members and staff
November 2006	PILS Governing Board Established
November 2006	PILS Executive Director Interviews
November 2006	Finalize research policies and staff structure for PILS and launch necessary recruitment/outsourcing mechanisms
Nov – Dec 2006	Permanent PILS Facility design tendered
December 2006	PILS Executive Director selected and hired
December 2006	Briefings on PILS at the Interprovincial Parliament Conference.
Jan – Sept 2007	Support to PILS Executive Director on human and physical resources necessary to launch PILS

January 2007	Act of Parliament establishing PILS tabled
April 2007	Develop a plan for New Member Orientation for the National Assembly and Provincial Assemblies
April – August 2007	Develop Outstanding Training Modules for New Member Orientation
Sep 2006 – Sep 2007	Ongoing support to PILS to develop formalized curriculum for National and provincial parliamentary Members and staff training

Methodologies

Training, strategic planning, curriculum development.

Expected Project Outputs /Deliverables

An institutional self-sustaining foundation for PILS will be in place.
PILS will have a Governing Board and an appointed Executive Director.
Key staff for the operations in the interim PILS will be hired.
Training Programs for Staff and members.
Curriculum will be developed to provide for New Member Orientation.

Expected Results for this work plan period

Pakistan will have an institution functioning to support legislative capacity building.

Estimated Level of Effort of each Key Personnel

25	COP
10	DCOP
15	RA
25	OA
15	IA
30	LCC
5	IPC
25	DO
10	CTA
40	PC (5 x 8)
77	International STTA
265	Local STTA
11	HO Staff

Key Counterpart Requirements

The National LDSC (with provincial assembly representatives) must approve of and appoint members to the Governing Board. The Governing Board must select a qualified Executive Director. Members and staff must recognize the necessity of training on a variety of topics. The National Parliament must allocate funds for sustaining PILS and provincial parliaments must allocate funds for their members to attend PILS events.

Task 2.2 – Strengthen Library and Research Capacity

Activity Description and Rationale

During Year I of PLSP, significant developments regarding both the library and research functions of the National Parliament were achieved. The Senate and National Assembly signaled their commitment to consolidate their two libraries and research branches into signal units serving both houses. Focus in Year II will be on assisting this consolidation effort and continuing to offer expert advice and training to improve the information services offered to Members.

2.2.1 Libraries: In Year 1, PLSP convened parliamentary librarians from all houses to discuss challenges to their working environment and to review the library module of the E-Governance Agenda Legislative Management system. In Year 2, this group will be established as a formal Library Working Group. The task of this Working Group will be to monitor and troubleshoot the installation of the library module in all Houses at the national and provincial level. Working Group meetings will be convened every two months to review installation progress, share experiences on usage, and develop plans for exploiting linkages between the different libraries. The Library Working Group will identify training needs and serve as the primary point of contact for PLSP work on library issues.

In addition, PLSP will work specifically with the National Assembly and Senate libraries to develop a strategic management plan for their consolidation. This effort will include international expert assistance on developing appropriate staff structures and drafting management policies. In addition, PLSP will assist the libraries in their linking of catalogs, expansion and digitization of collections and marketing of services. In these efforts, PLSP will cooperate closely with the UNDP work.

2.2.2 Research: The LDSC has determined that PILS will include research services, though the issue of integration of the existing research functions of the national parliament with PILS is still under discussion. PLSP will recruit a cadre of potential PILS Research specialists, who can be called upon to produce research reports requested by members. PILS will market the research potential to members who may solicit a research project on request. PLSP will continue with the research training initiated in Year 1 for staff of all Houses. The approach of bringing all researchers together proved successful and will be replicated in Year 2. Specifically, PLSP will offer further training on research methodology for National Assembly, Senate and provincial assembly research staff, building upon the training conducted in Year 1. PLSP will also provide training to research staff on the Budget Analysis Tool (described fully in Task 3.2) so that they may expand the services of the research units.

2.2.3 International Networks: IFLA Parliamentary Libraries and Research section meets annually. In 2007, the meeting will be held in Durban, South Africa with a pre-conference session in Capetown. The emphasis of the conference will be on partnerships in development. The representation of national and provincial librarians and researchers from Pakistan will provide an opportunity for these services to make contact with professional colleagues from more than 50 countries, learn about best practices and new technologies. The group will afterwards be able to continue their professional networking within Pakistan after the conference.

The biennial meeting of APLAP is a sub-division of the IFLA libraries and research services division specific to Asia / Pacific region, and provides the parliamentary libraries an opportunity to exchange best practices, innovations and information with colleagues from institutions of similar size and stature, as of the conference includes both national and sub-national legislative bodies.

PLSP proposes to support 2 provincial assembly librarians to participate in APLAP and 1 national, 2 provincial and 2 national level researchers/librarians to participate in the South Africa meeting on a cost share basis.

2.2.4 *GLIN*: During Year I, PLSP assisted the National Parliament in its participation in the Global Legal Information Network (GLIN) and the loading of several Pakistani statutes into GLIN. PLSP will continue to support the expansion of Pakistani participation in GLIN, including providing to the GLIN team supplemental support to get more statutes online and to work to get historical statutes into the GLIN system. PLSP is assisting parliament to produce a brochure on GLIN for distribution to MNAs, Senators, MPAs, parliamentary staff and CSOs to advertise the service and expand usage as a research tool at their disposal.

The Pakistani academic and think tanks environment remains an untapped resources for parliamentarians at all levels. At the initiation of the Senate Foreign Affairs Committee, PILS will support convening a Conference of Area Studies Specialists from all provinces. Area studies provide an inter-discipline base for introducing the concepts of supporting legislative bodies with information and research. The conference will help both in identifying the research expertise, which may be tapped in future by PILS, but more importantly introduce concept of academic expertise as a resource for legislators.

Provincial Activities

The activities outlined above will include both library and research staff from all the provincial activities along with their colleagues from the National Parliament. The Library Working Group will include representatives of all provincial assemblies, and research training (methodology and Budget Analysis Tool) will be held jointly with national and provincial research staff.

Timeline / monthly schedule

September 2006	Establish Library Working Group with detailed workplan and list of tasks
September 2006	Training for parliamentary research staff on Budget Analysis Tool
September 2006	GLIN Directors Meeting in Washington DC
October 2006	GLIN Brochure developed to publicize the network as a research resource available to members, staff and CSOs at the national and provincial level.
October 2006	Cadre of potential PILS Research specialists recruited for outsourcing research requests
October 2006	In cooperation with UNDP, provide consultation on library services consolidation at national level
November 2006	Research methodologies training for PILS staff and national and provincial assemblies by Bill Robinson
November 2006	Pakistani representatives participate in APLAP Conference in New Zealand
November 2006	Meeting of Library Working Group
December 2006	GLIN training session initiated

November 2006	Selection of software and vendor for Library Management System
Dec 2006	Equipment procurement for Library Management System
February 2007	Install Library Management System in national and provincial assemblies
January 2007	Meeting of Library Working Group
Feb – March 2007	Strategic Management assistance to National libraries to develop appropriate staff structures and drafting management policies
March 2007	Conference of area studies think tanks and academicians support of legislators
March 2007	Meeting of Library Working Group
July 2007	Meeting of Library Working Group
August 2007	Pakistani library representatives and research specialists participate in IFLA Conference in Durban, South Africa.
September 2007	Meeting of Library Working Group

Methodologies

Training, Working Group facilitation, publications, consultations, study tours/international conference

Expected Project Outputs/ Deliverables

The combined Senate and National Assembly library will have a management plan in place. The Library module of the Legislative Management System will be installed in all houses. A Librarians Working Group will be functioning to ensure the viability and usage of the system. Legislative researchers from all houses will be trained on research methodologies and the Budget Analysis Tool.

Legislative Research will be provided to members on request by PILS and/or parliamentary services.

Pakistani participation in GLIN will expand with more statistics added to the database. Researchers will be aware of GLIN as a potential research tool.

Expected Results for this work plan period

Legislative libraries will have the capacity to expand the quality and variety of services to Members.

Legislators will have access to quality legislative research.

Estimated Level of Effort of each Key Personnel

15	COP
3	DCOP
7	OA
15	IA
22	LCC
5	IPC
10	DO
40	PC (5 x 8)
30	International STTA
80	Local STTA
3	HO Staff

Key Counterpart Requirements

The Senate and National Assembly Secretariats will approve management plan to consolidate library and research services.

Assemblies will provide support (cost-share) for participation in APLAP and IFLA meetings.

Task 2.3 – Strengthen Committee System

Activity Description and Rationale

Effective utilization of the committee system is a priority for each legislature. In most of the houses in Pakistan, committees meet only when legislation is referred to them, and even when they do meet, the deliberations are not extensive. Though, rules of all houses that allow authority for committees to conduct oversight, review public petitions, conduct public hearings and investigate expenditures, these powers are rarely invoked.

PLSP's approach to strengthening the committee system will be to focus on realistic efforts given the parliamentary context in which committees operate. A series of round-tables with Members and staff of the National and provincial assemblies will serve to identify the opportunities and challenges of working with committees. This input, from Members and staff will be crucial to ensuring PLSP initiatives on committee operations are appropriate and practical. PLSP will also establish a Committee Branch Working Group with representation from all Houses to serve as a primary focus for committee initiatives. They will be tasked with developing several products during Year II and will receive direct assistance from PLSP staff and outside experts. Central to this effort will be the development of curriculum on committee effectiveness for New Member Orientation for 2007 and manual for public hearings as described under Task 1.5.

PLSP's work with Committees will focus on the following areas:

2.3.1 Committee Effectiveness: An important element to improving committee effectiveness is the examination of the divergence between the powers committees have under the Rules and how they currently operate. PLSP will update and adapt earlier assessments of Committee Rules from all Houses (including those conducted by PILDAT) into an easy to read and understandable presentation. These will be combined with comparative data from other Parliaments to put Pakistan's committee Rules in international perspective. Pakistan's rules allow for scope to conduct oversight, though rarely practiced. The comparison of Rules will be combined with a comparison of committee performance (number of meetings, number of public hearings, number of experts called, etc.) among the houses and with international comparison. Internal Rules for Committees will be drafted to address issues of predictability of meetings, consistency of reporting and affording opportunities for transparency of committee operations. Working with the Committee Chairs to exchange best practices and

innovations, PLSP will capture these and disseminate to all houses. Using issues such as health, education, and the environment, PLSP will conduct an initial training on the roles and responsibilities of committees in analyzing, debating, and overseeing legislation. One approach is to work with members the members of committees of each house on a policy issue, for example HIV/AIDS. The Punjab assembly will host in December 2006 a meeting of the Parliamentarians for Global Action (PGA) on HIV/AIDS. Using this as a practical issue, PLSP staff will provide the relevant committees with health budget analysis and encourage committees to conduct public hearings of civil society organizations on the issue in their jurisdiction in order to prepare for the meeting.

2.3.2 Access to Policy information: One major deficiency within the committee system is the lack of expert advice and information on pending legislation and key policy issues. PLSP will work with committees to develop stronger networks, mechanisms for gathering information, and strategies for using this information. Policy Dialogues with committees, including the Foreign Affairs Committee, will be arranged. An information database providing links to Pakistan relevant information and data from the Internet will be created for Members and staff. And a directory of information available from government agencies will be created – including when and where this information is accessible. Activities documented in Task 2.1 will also be relevant to increasing access to policy information, especially the initial outsourcing of research services and the ultimate inclusion of research services into PILS.

CSOs represent a key source of policy information and background data. PLSP will work with committees to identify the range of policy information they may need and create linkages with those organizations who can offer this expertise. The informational database noted above will provide committees with easy access to data and contact information. The policy dialogues will include discussion on how committees can use information from CSOs – either through direct contact, or through research requests. PLSP will also work with CSOs to introduce the role of parliamentary committees and how CSOs might provide useful and relevant information (including discussion on form and content of information).

2.3.3 Committee Staff Training: Committees are understaffed at the national and provincial assemblies. Often the staff who do service the committees are untrained in some of the basic requirements for servicing the committee such as taking meeting minutes and writing reports. Training on different aspects of the committee operations, most certainly on committee reports will be conducted for Committee Branch staff. The Committee Branch Working Group will assist with developing a curriculum for committee staff.

2.3.4 Public Committee Hearings: Committee hearings are an underutilized mechanism to improve committee understanding of key policy issues. The Committee Branch Working Group will work to develop a Manual for Members and Staff on organizing, implementing, and reporting on committee hearings. The tools and procedures included in the manual will be tested in 2 to 3 committees as described in Task 1.5.

Provincial Activities

A comparative review Rules of the House and committee rules of the provincial assemblies compared to international norms will provide opportunities for increased committee effectiveness. Best practices of Committee innovations will be collected and disseminated. The policy information database will include specific references to provincial level information.

Provincial assembly committee branch staff will participate in the inter-legislative working group to develop the Manual for Members and staff on committee hearings. Working with members and chairs of those committees that do meet committee rules can be drafted. In preparation for the Parliamentarians for Global Action meeting on HIV/AIDS in December

2006 in Lahore, committees will be provided with briefing on the health budget and their role in overseeing the budget and policy implementation.

Timeline / monthly schedule

September 2006	Conduct Policy Dialogue with Foreign Affairs Committee
September 2006	Committee Effectiveness Roundtables for national and provincial Members
September 2006	Initiate development of Committee Effectiveness curriculum for New Member Orientation
November 2006	Comparison of Rules and performance among Pakistan Houses and international context completed and presented to Members.
November 2006	Workshop for Committee Chairs on Committee Rules
November 2006	Launch Pakistan Informational Database
November 2006	Committee Effectiveness Workshop for committee members
December 2006	Establish Committee Branch Working Group
December 2006	Parliamentarians for Global Action Meeting in Lahore
January 2007	Committee Study Tour for Committee Branch Working Group and selected Members
February 2007	Conduct training for committee staff at national and provincial level on committee operations and report writing
February 2007	Conduct training for Committee Chairs on Committee Rules
February 2007	Conduct training for committee members on Committee Rules
March 2007	Develop directory of information available from government agencies and disseminate to Committee Chairs and members
March 2007	Committee Branch Working Group meeting
April 2007	Council of Committee Chairs
May 2007	Committee Operations manual developed by Committee Branch Working Group
June 2007	Committee Branch Working Group meeting
July 2007	Public hearing manual for Members and staff developed by Committee Branch Working Group (Developed under Task 1.5)

Methodologies

Training, Working Group facilitation, publications, manual development

Expected Project Outputs/Deliverables

Training and orientation to the opportunities that the Rules of Procedure afford to committees will be conducted.

A committee operations curriculum for the New Member Orientation will be developed.

An Informational Database and a directory of information available from government agencies will be available to committee staff.

A comparative analysis of the Rules of the assemblies relative to committee operations will be produced.

A manual for Member and staff participation in public hearings will be produced for use by all assemblies (under Task 1.5).

Public hearings will be conducted by at least 2 committees (under Task 1.5).

Expected Results for this work plan period

Members and staff of committees will understand the Rules of Procedure under which they operate and have examples of Pakistani legislative committees which operate on the principle of transparency and inclusion of a variety of informational resources.

Committee members will have greater access to expert policy analysis

Estimated Level of Effort of each Key Personnel

10	COP
3	DCOP
10	RA
25	OA
10	IA
30	LCC
5	IPC
10	DO
10	CTA
50	PC (5 x 10)
10	International STTA
10	Local STTA

Key Counterpart Requirements

Committee Chairs, members and staff much recognize the importance of training. Council of Committee Chairs must be willing to meet. Senate committees will likely be more active counterparts, as they do not face elections with in next year. National and provincial assemblies will be more concentrated on staff support for committees and developing the policies and procedures for effective committee operations.

Task 2.4 – Implement Parliamentary Intern Program

Activity Description and Rationale

Given the committee staff limitations – both in number and capacity – in all houses, an intern program can play an important role in increasing the available information and support. In Year I, an internship program was initiated in the National Assembly and Senate. In Year II, PLSP will significantly expand the national level program and launch intern programs in each of the provincial assemblies.

PLSP will implement the intern program with the following considerations;

Consultations on Needs: PLSP will consult with Committee Chairs and Department Heads to identify specific needs and required qualifications for interns.

Transparent Advertisement and Selection: PLSP will advertise widely for the intern program seeking to recruit a diverse team of interns for each House. Advertisements will be posted in local languages. PLSP will short-list candidates based on the advertised qualifications and submit recommendations to the Assemblies for their approval.

Orientation: PLSP will work with Assembly staff to ensure interns are adequately oriented to their new positions and their roles and responsibilities. Additionally, interns will participate in a biweekly briefing meeting where they will have an opportunity to learn from an experienced member or legislative staffer about the work of parliament. PLSP STTA will be encouraged to participate in these biweekly briefings to share comparative experience.

Feedback: PLSP will seek feedback from both interns and Assembly counterparts to review intern qualifications, performance and contributions as well as the processes and procedures of the program for the purpose of future institutionalization.

PLSP will engage interns for a period of six months. Rolling recruitment every three months will ensure with each enrollment of interns that the parliamentary staff will be able to continually meet the needs of the assemblies.

Provincial Activities

Intern programs will begin in each of the four provincial assemblies. Work stations for the interns will be available in the PITRCs where they can offer research and administrative assistance to committees and departments. Similar processes for recruitment and orientation programs will be overseen by the PLSP Provincial Coordinators

Timeline / monthly schedule

September 2006	Recruitment and selection of National Assembly and Senate interns
September 2006- August 2007	Biweekly Briefing Programs for NA/Senate Interns
September 2006	Recruitment and selection of Sindh Assembly interns
October 2006	Recruitment and selection of NWFP interns
October 2006	Recruitment and selection of Balochistan interns
October 2006	Recruitment and selection of Punjab interns
December 2006	Recruitment and selection of National Assembly/Senate interns
January 2007	Evaluation of the Intern Program in National Parliament
February 2007	Recruitment and selection of Sindh Assembly interns
February 2007	Recruitment and selection of NWFP interns
February 2007	Recruitment and selection of Balochistan interns
February 2007	Recruitment and selection of Punjab interns
February 2007	Recruitment and selection of AJK interns

March 2007	Recruitment and selection of National Assembly/Senate interns
March 2007	Recruitment and selection of Sindh Assembly interns
March 2007	Recruitment and selection of NWFP interns
March 2007	Recruitment and selection of Balochistan interns
March 2007	Recruitment and selection of Punjab interns

Methodologies

Trainings

Expected Project Outputs /Deliverables

Internship programs will be in place in each legislature to support committee and department activities.

Transparent procedures for competitive recruitment will be in place in each assembly.

Expected Results for this work plan period

Thanks to increased informational support, members are more informed in their deliberations and committees are able to better consider the issues of their jurisdiction.

Fair competitive recruitment processes will be practiced in each house.

Estimated Level of Effort of each Key Personnel

15	COP
8	DCOP
9	RA
7	OA
8	IA
12	LCC
110	IPC
11	DO
100	PC (5 x 20)

Key Counterpart Requirements

Assemblies will need to provide space to house interns and recognize the value that young talented individuals can provide to the business of the house. Secretariats will provide personnel to participate in the selection process of interns and allocate space/ workstations for them.

Task 2.5 – Institutionalization of the Legislative Drafting Capacity Building

In year I, PLSP introduced a legislative drafting training approach and conducted an intensive two-week course on legislative drafting to an integrated group of members, staff, law faculty, CSOs including representatives from each province. During the course, a working group discussed the potential for institutionalizing the course in Pakistan with Pakistani trainers. In year II, PLSP will work to institutionalize a legislative drafting curriculum

for improving the skills of current drafters and training the future drafters for service in the government legislative drafting offices and civil society organizations and for providing support to legislators in better assessing the legislative proposals put before them.

Provincial Activities

As was the case during the first year, the legislative drafting capacity building will include specialists from each province. The distance learning course will be accessed through the PITRC's which will be operational in each provincial assembly. Provincial Coordinators and project staff can serve as local facilitators in Sindh, NWFP and Punjab, while in Balochistan, the project Focal Person can serve that role.

Timeline / monthly schedule

November 2006	Convene Legislative Drafting Institutionalization Group to review progress subsequent to July Legislative Drafting Course
December 2006	Identification of legislative drafting master trainers and consultations to institutionalize their expertise
Jan – Mar 2007	Course on legislative drafting through distance learning with ICLAD
February - May -2007	Master Trainer participates in 4-month ICLAD residential Legislative Drafting course at Boston University
June 2007	Two-week course on Legislative Drafting with Pakistani and International Instructors conducted at PILS

Methodologies

Training, strategic planning, curriculum development.

Expected Outputs/Deliverables

A Pakistan-specific legislative drafting curriculum will be in place at PILS and trainers will be trained to conduct the course

Legislative drafting support to members at all levels will be available.

Expected Results for this work plan period

Quality of legislation, amendments to legislation and assessment of legislative proposals will be improved.

Estimated Level of Effort of each Key Personnel

10	COP
3	DCOP
4	IA
15	LCC
15	DO
40	PC (5 x 8)
36	International STTA
60	Local STTA

Key Counterpart Requirements

Secretaries will all appropriate staff to participate in legislative drafting working group.

Component 3 – Oversight / Accountability

To address the issues of legislative oversight and accountability PLSP will assist Members of the national and provincial assemblies improve their access to information and make use of the mechanisms available to hold government accountable. PLSP will pursue this in Year II by working on two different types of oversight mechanisms: the annual budget process; and other oversight mechanisms available to members. Accomplishments from Year 1 will serve as a foundation for Year II initiatives. For example, PLSP developed a dynamic budget analysis tool to assist members make informed contributions to the budget process. This budget analysis tool will be refined and adapted for provincial audiences in Year II. Also in Year 1, PLSP conducted several highly productive seminars on the effective use of Question Hour. In Year II, PLSP will develop curriculum on other mechanisms available to Members to hold the government to account– such as Call Attention Notices, Adjournment Motions, etc. Workshops will be offered for Members and staff on how to use the Rules to expand opportunities for oversight. The role of committees in conducting oversight will be emphasized.

Task 3.1 Enhance Oversight Mechanisms

Activity Description and Rationale

Members have at their disposal a range of mechanisms they can use to access information on government performance and raise attention to key issues. Members lack the knowledge and / or confidence in how to use these mechanisms to their greatest advantage. A clear understanding of the Rules related to these practices, as well as comparative experience on how these are used elsewhere will assist Members make better use of the tools they have. Additionally, in most parliaments, the committee system is considered a key element of oversight. While some committees are active – including the Senate Finance Committee and Education Committee, standing committees often meet only reacting to government initiatives requesting them to review legislation and not to consider government performance or to monitor expenditure.

PLSP work to enhance oversight mechanisms will focus on three areas:

3.1.1 Question Hour: PLSP will expand the presentation of the Effective Use of Question Hour training already developed during Year 2, with specific emphasis on members from the Provincial assemblies.

3.1.2 Other Non-Legislative Oversight Mechanism: The project will also develop curriculum on other non-legislative oversight mechanisms such as the Call Attention Notices, Adjournment Motions, etc. Workshops for members and staff of the national and provincial assemblies will focus on the Rules governing these mechanisms and how members can most effectively use them to conduct oversight.

3.1.3 Committees: PLSP will also work with select committees to outline how committees can be involved in oversight. These workshops will include reviewing the Rules on committees (Task 2.3) with a specific emphasis on oversight. Comparative data on how committees conduct oversight in other parliamentary systems will also be presented. As discussed in Tasks 1.5 and 2.3, PLSP will also work with targeted committees to conduct trial public hearings on oversight.

As under Task 2.3, PLSP will work with specific committees in each house and develop a manual for conducting public hearings.

Provincial Activities

Workshops will be conducted by the Pakistani trainers for MPAs from all houses at PILS. Provincial Coordinators will work with committee chairs and members to identify opportunities for conducting committee oversight hearings.

Timeline / monthly schedule

September 2006	Develop curriculum for training on Committee Role in Oversight
January 2007	Conduct training on Committee Role in Oversight
January 2007	Public Committee Oversight Hearing piloted at the national parliament
February 2007	Develop curriculum for training on Non-Legislative Oversight mechanisms
Feb -March 2007	Conduct training on Non-Legislative Oversight mechanisms

Methodologies

Training, curriculum development, Consultations, piloting procedures, Publications

Expected Project Outputs /Deliverables

Curriculum will be developed and refined for a range of workshops. Committees will conduct public oversight hearings.

Expected Results for this work plan period

As a result of PLSP efforts, Members and staff will have greater understanding of oversight mechanisms, including not just Question Hour but Committee Effectiveness, and other non-legislative mechanisms.

Estimated Level of Effort of each Key Personnel

15	COP
4	DCOP
5	RA
30	OA
8	IA
5	LCC
10	IPC
5	DO
10	CTA
40	PC (5 x 8)
25	International STTA
50	Local STTA

Key Counterpart Requirements

Members and staff will recognize the need for training and secretariats will provide the support for their participation in training activities. Oversight hearings are most relevant when the issue is current and the committee is prepared to address that issue, thus implementation will depend on the emergence of an appropriate topic which the committee members and chair are ready to address.

Task 3.2 Improved Accountability of the Budget Process

Activity Description and Rationale

The annual budget process represents one of the key opportunities for Members of the National and provincial parliaments to engage in government oversight. Though the Constitution limits the parliamentary participation in the budget process, members of the national and provincial parliaments can participate through Questions and annual budget speeches. In Year 1, PLSP developed a dynamic Budget Analysis Tool (BAT) which offered Members a range of information on the current budget, historical budget trends, and policy implications of budget expenditure. BATs were developed for a number of Federal sectors, including education, health, communications, environment, labor and manpower, food, agriculture and livestock, women development and population welfare. For each, specific data was presented along with visual representation in graphs and tables to detail how the government is spending money in each of these sectors. The BATs were shared with Members, particularly those serving on the relevant Standing Committees.

3.2.1 Budget Analysis Tool (BAT): In Year II, work on improving budget transparency will both expand and enhance the BATs. To expand the BATs, PLSP will work to include analysis of additional sectors at the national level and replicate the BAT methodology at the provincial level. Health BATs were created for Sindh and NWFP in Year 1; in Year II additional provincial level BATs will be developed. Expansion of BAT usage will also involve engaging national and provincial staff in BAT training. PLSP will work with research staff to introduce the BAT methodology and promote it as a source of information for their research efforts.

Initial feedback on the BATs presented in Year I was positive, though there is a need to enhance the tool. Beginning in September 2006, PLSP staff will engage in a series of consultations and focus groups with MNAs, Senators and MPAs to gather specific feedback on the need to refine the BAT. Refinements may include simplification in the presentation, translation into Urdu, and developing a glossary of key terms. These consultations will be of great importance as the BAT is expanded to the provinces where budget literacy is lower.

3.2.2 Midterm Budget Review: One of the recommendations to come out of the Year I consultancy on Budget analysis was the potential for a midterm budget review. Currently, the parliament waits for budget to be tabled by the government and does not have any input in the formulation of the budget or the prioritization of key policy issues. In this ambit, PLSP will work with select committees to undertake a midterm review of the federal budget.. The midterm review will be sector specific covering those for which the BAT has been prepared. Reliance will be on data from the Auditor General Pakistan Reports (AGPR) and the Civil Appropriations Accounts. Currently the Planning and Development Division of the federal government undertakes a midterm review of the Development Budget only. The analysis on the sectoral review will look into difference between the relative ministry / department's and AGPR's actual expenditures, level of supplementary budgets and relative historical comparison against a time series data. It will emphasize the opportunities for committees to have a greater role in the budget process.

This midterm review would examine the budget implementation, i.e., actual expenditures. Following from this analysis, PLSP will work with select committees in the National Assembly to develop their budget priorities for the upcoming budget. This exercise will entail analysis of the midterm review and the relevant BAT (which examines the sectoral expenditure by province, and category). PLSP will also assist these committees in organizing hearings on budget priorities.

PLSP will assist the committees in drafting a statement on budget priorities which will outline the assumptions and policy objectives of the committee. The committee statement will serve as a basis for analysis of the government's budget presentation, including civil society inputs.

3.2.3 Budget Training: In addition to the Budget Analysis Tool, PLSP will develop a curriculum on the Budget Process. This training will be developed for the new members orientation, but will also provide MNAs, Senators, and MPA with a better understanding of the budget process, the different budget documents, and their authority in the budget process. PLSP will translate curriculum and the budget guidelines drafted in Year I into Urdu. Health budget will be used as an example for all houses for preparation of Pakistan's legislators in the PGA South Asia meeting on HIV/AIDS scheduled to be hosted in Lahore on December 2006. Comprehensive briefings on the health budget formulations and understanding the MTBF process, as well as reviewing allocations and actual expenditures.

Provincial Level Activities

BAT will be prepared for provincial use using the provincial examples. Budget guidelines will be translated into Urdu and adapted to the provincial budget context.

Timeline / monthly schedule

Sep – Nov 2006	Consultations and Focus groups on the Budget Analysis Tool
Oct – Dec 2006	Development of health budget example of budget formulation and expenditure tracking for provincial level
December 2006	Development of Budget Process Curriculum
Jan – March 2007	Refinements to the Budget Analysis Tool and preparation of additional tools for Provincial Assemblies
January 2007	Preparation of Midterm Budget Review
January 2007	Workshop on Midterm Budget Review to Members and staff
Feb – April 2007	Consultations with National Assembly Committees on Budget Statements
March 2007	Committee Hearings on Budget Priorities
April 2007	Presentation of Committee Budget Statements
April 2007	Dissemination of translated budget guidelines
May 2007	Budget Process Training for MPAs
May 2007	Budget Analysis Training for National Assembly and Provincial Assemblies

Methodologies

Training, curriculum development, manual translation, focus group consultations, data analysis, committee hearings

Expected Project Outputs/Deliverables

Budget Analysis Tools will be refined and developed for provincial assemblies. These BATs will be presented to Members through training, and research staff in all Houses will be oriented to how to use BATs for research objectives. A Midterm Budget Review will be drafted. Select Standing Committees will develop Budget Statements to outline their policy and expenditure priorities for the coming year's budget.

Expected Results for this work plan period

Members will better understand the budget process and have the tools to effectively oversee the budgets of their committee jurisdiction.

Estimated Level of Effort of each Key Personnel

15	COP
4	DCOP
5	RA
34	OA
5	IA
5	LCC
10	IPC
6	DO
8	CTA
40	PC (5 x 8)
25	International STTA
150	Local STTA
4	HO

Key Counterpart Requirements

Assemblies will provide support too MPAs to participate in the budget training activities. Budget data will be available to the budget analysts.

Component 4 – Infrastructure and Management

Infrastructure and Management development include those interventions which will assist the national and provincial assemblies support members and staff to strengthen their representation, lawmaking and oversight capacities. PLSP efforts to improve infrastructure and management will focus on four areas: expanding the services and use of the resource center; enhancing printing and IT facilities; supporting the development of a Parliamentary service; and improving the Rules of Procedure to promote legislative accountability and transparency. In some Tasks, we will build on the efforts of Year I; others will be new initiatives based on needs identified in Year I.

Task 4.1 – Expand Services and Use of Resource Centers

Activity Description and Rationale

PLSP re-established the national Parliamentary Resource Center (PRC) within the first month of the project. Through customer service surveys and other feedback, PLSP expanded the services of the PRC to include English language classes and computer training. In Year II, PLSP will continue to manage the PRC at the national level and offer a range of expanded services to meet the time commitment MNAs and Senators can make. PLSP will be upgrading the equipment and software in PRC. These will include the continuation of short-courses in English Language and computer skills during the National Assembly and Senate sessions. As PLSP receives additional demand for courses, the project will seek to include further offerings, e.g. effective usage of modules being implemented by Electronic Government Directorate.

The national PRC will transfer to the management, either of PILS or the national parliament library and information services by August 2007.

Provincial Activity

PLSP will expand the PRC model to the four provincial assemblies through the creation of Parliamentary Information Technology Resource Centers (PITRCs). These PITRC will provide MPAs with computer and information resource access as well as provide workspace for parliamentary interns. Each provincial assembly has allocated a permanent space for their PITRC. PLSP will renovate space, procure and install equipment and furniture, and offer training to establish the PITRCs. PLSP staff will also draft the Terms of References for the PITRCs to ensure wide recognition of their purpose and the services they can offer.

The PITRCs will offer English language and computer training courses for MPAs during the Assembly sessions. Such type of courses and other ICT related courses will be offered to the Secretariat Staff as well. Marketing materials will promote the use of PITRCs by assemblies.

Timeline / monthly schedule

Sep – Oct 2006	Renovation of PITRC space to meet specification for equipment. Installation of furniture and computer equipment and internet connection
October 2006	PITRC/PRC IT shipment arrives in Pakistan, clears customs
October 2006	Draft TORs for PITRCs. Consult with provincial counterparts and present at LDSC meetings. TORs will be distributed widely to members of parliament and staff to introduce the PITRCs and share their objective.
October 2006	Training for Provincial Assembly IT staff on managing PITRC equipment and software
Oct- Nov 2006	Official launch of PITRCs in each province
Oct 2006 – Sep 2007	PLSP maintenance of PITRCs
October 2006	Consultations with provincial LDSCs to develop marketing strategy for PITRCs
Oct 2006 – Sep 2007	English language and computer skills training for MPAs and staff in PITRC during respective Assembly sessions
Sep 2006 – Sep 2007	PLSP management of Parliamentary Resource Center
May 2007	Action Plan for transferrance of PRC to PILS/Parliament
Sep 2006 – Sep 2007	English language and computer skills training for MNA and Senators in PRC during respective parliamentary sessions.
Sep 2007	Handing over of PRC and PITRCs to the respective secretariat staff

Methodologies

Equipment procurement, training, physical renovation

Expected Project Outputs /Deliverables

The national Parliamentary Resource Center will continue to expand the services for MNAs and Senators and offer short courses in English language and computer skills. Parliamentary Information Technology Resource Centers will be established in each of the four provincial assemblies with the appropriate equipment and furnishings. Comprehensive TORs for the PITRCs will be drafted and disseminated widely within the provincial assemblies. Staff will receive training to maintain PITRC equipment.

Expected Results for this work plan period

Computer Skills of MNAs/Senators and MPAs will be improved. Computer Skills of legislative staff will be improved. Legislators' access to communication and information services will be improved.

Estimated Level of Effort of each Key Personnel

9	COP
6	DCOP
10	RA
10	OA
20	IA
12	LCC
10	IPC
22	DO
35	PC (5 x 7)
30	International STTA
40	Local STTA

Key Counterpart Requirements

Space will be made available for PITRCs and assemblies will provide adequate security and maintenance. Assembly staff will maintain PITRC equipment.

Task 4.2 – Enhance Printing/Recording and IT Facilities in Legislatures

Activity Description and Rationale

In many of the Houses, the state of printing and IT facilities represent a significant obstacle to public and parliamentary access to legislative records. After thorough assessments of the needs and opportunities to improve printing and IT facilities in Year 1, PLSP will provide targeted assistance to national and provincial assemblies in the following areas:

4.2.1 Infrastructure: PLSP will provide equipment, including hardware and software, to the Houses to increase the efficiency (in time and cost) of producing records and archiving legislative proceedings.

- **Upgrading Print Shops** – In the Senate, National Assembly, and Sindh and NWFP Assemblies, PLSP will provide copiers, binding machines, computers, software and digital duplicators to support in-house production of parliamentary proceedings and legislation. These inputs will allow for digitizing these records and linkages with web sites.
- **Order recording / editing equipment** – In all Houses, PLSP will provide sound equipment for digital recording. This upgrade will allow for audio casting of parliamentary proceedings.
- **Reporting software** – In all four provincial assemblies, PLSP will provide upgrades in the software used to record legislative proceedings.
- **Other hardware / software** – PLSP has identified hardware / software needs for different departments in different assemblies, PLSP would provide identified hardware / software to the relevant departments at different assemblies.

4.2.2. *Training:* Targeted training for IT and administrative staff in the national and provincial assemblies will be necessary to improve legislative management and utilize and maintain the infrastructure improvements noted above.\

- **Staff reporters** – PLSP will provide training for staff reports in all houses on use of shorthand skills and drafting of legislative records.
- **Print Shop training** – to support the installation of new equipment for print shops, PLSP will train Assembly print shop and IT staff
- **Order recording / editing equipment** - to support the installation of new equipment for order recording / editing, PLSP will train Assembly recording and IT staff
- **Reporting Software** - to support the installation of new reporting software, PLSP will train Assembly reporting and IT staff. MS Word Urdu training would also be provided to reporter / editors.
- **Computer Literacy** – PLSP will organize training for secretariat staff in all Houses on basic computer literacy, including using new web sites, networking, and publications, word processing, and budget analysis software.
- **Translation Training** – staff translators in all houses will receive training on professional translation techniques.
- **Sun Solaris Training** – The legislative management modules created through the E-Government Directorate agenda are based on the Sun Solaris operating system. PLSP will provide training in country or out of country on Sun Solaris for IT staff of the National Assembly, Senate and Provincial Assemblies
- **Oracle Training** – The legislative management modules uses Oracle 10 g as a database management system. As in year 1, PLSP will arrange training for the IT staff of parliaments.
- **Secure Network Management** – PLSP would also arrange Secure Network Management training especially for Senate IT personnel because some branches are not located within the main building and to work on legislative management modules they have to create and manage secure VPN connections.

4.2.3 *IT Forum:* In Year I, an effort to create a network of Legislative IT professionals proved a successful method for experience and knowledge sharing. In Year II, PLSP the IT Forum will meet quarterly to discuss ongoing implementation of PLSP IT efforts, offer feedback and trouble shoot.

Provincial Level Activities

All activities of national level apply to the provincial assemblies.

Balochistan: In Year 1, PLSP evaluated the need for simultaneous translation equipment for the Balochistan Assembly. PLSP will procure and install the appropriate equipment.

The Balochistan Assembly has experienced difficulties with it's LAN management. PLSP staff will travel to Quetta to evaluate the problems, identify training needs and arrange the necessary training and equipment to resolve the problem.

AJK: The IT capacity at AJK Legislative Assembly is for all practical purposes nil. PLSP will assist in ensuring connectivity and installing a functional LAN (wireless) that will lay the foundation for the assembly's computerization.

Timeline / monthly schedule

Sep – Dec 2006	Computer literacy course for Secretariat staff in all Houses
Sep – Oct 2006	Development of Request for IRM for Print Shops and Recording equipment / software
October 2006	IT Forum Meeting
October 2006	Sun Solaris Training for IT staff of National Assembly and Senate
Nov – Dec 2006	IT shipment arrives in Pakistan, clears customs
December 2006	Install upgraded equipment to Assembly print shops (<i>National Assembly, Senate, Sindh, NWFP</i>)
January-Feb 2007	Training for print shop and IT staff on upgraded equipment (<i>National Assembly, Senate, Sindh, NWFP</i>)
Jan – Feb 2007	Install order recording / editing equipment in Provincial Assemblies (<i>NWFP, Balochistan, Sindh, Punjab</i>)
November 2006	Staff reporter training on use of shorthand skills and drafting of legislative records for all Houses
December 2006	Simultaneous translation equipment procured and installed in Balochistan
December 2006	Translation training for members of all Houses
Nov - Dec 2006	Network Management training needs assessments, training arrangement and assistance for Balochistan Assembly
Jan – Feb 2007	MS Word – Urdu software installed in all Provincial Assemblies (<i>NWFP, Balochistan, Sindh, Punjab</i>)
March 2007	MS Word – Urdu software training for reporters / editors in all Provincial Assemblies (<i>NWFP, Balochistan, Sindh, Punjab</i>)
February 2007	IT Forum Meeting
Jan – Mar 2007	Computer literacy course and training on new equipment / software for Secretariat staff, in all Houses
May 2007	IT Forum Meeting
Apr – Jun 2007	Computer literacy course and training on new equipment / software for Secretariat staff, in all Houses
August 2007	IT Forum Meeting
Jul – Sep 2007	Computer literacy course and training on new equipment / software for Secretariat staff, in all Houses

Methodologies

Equipment procurement, Training

Expected Project Outputs/ Deliverables

Print Shop Upgrades in Sindh, NA/Senate and NWFP
Recording/Editing equipment upgrades in each house
Reporting Software in all provincial assemblies
Improved LAN (Balochistan/AJK)
Selected software/hardware upgrades in each house.
Training Curriculum for Committee Staff Reporters
Training Module for Print Shop staff
Training Module for Editors of Debates
Training Module for House Translators
Training Module for Basic Computer Literacy
Training Module for Secure Network Management (Senate)
Specialized Training for Senate/NA IT Personnel (Sun Solaris/Oracle)

Expected Results for this work plan period

Information flow, legislative record-keeping and access to legislative records will be improved in each house.

Estimated Level of Effort of each Key Personnel

6	COP
8	DCOP
5	RA
20	IA
10	DO
40	PC (5 x 8)
30	International STTA
60	Local STTA

Key Counterpart Requirements

IT staff in each house who can manage the technologies once installed must be in place in each house. Adequate physical space and interfaces (electrical supply, etc.) in each house must be in place. Secretaries will allow staff to participate in training programs.

Task 4.3 – Parliamentary Service Capacity

Activity Description and Rationale

PLSP will support efforts to investigate and promote a Parliamentary Service by working through a Parliamentary Service Working Group, comprised of Joint Deputy Secretaries responsible for Service matters from all Houses. PLSP will work with this Parliamentary Service Working Group initially to outline the advantages to Pakistan parliaments of such an administrative change. The Group will review the draft Parliamentary Service bill presented before the Speakers' Conference in the early 1990's and work with a parliamentary service expert to make the necessary amendments to the Bill. Using the "problem solving" approach to legislative drafting, the group will prepare a research report to support the proposed solutions that a Parliamentary Service Law might address. To this end, a study tour to a country with a parliamentary service, such as New Zealand or Australia will also assist the

development of this effort. (Legislative Staff attending the APLAP meetings in November 2006 will be able to collect relevant information regarding legislative civil service in New Zealand)The Working Group will produce and present a revised Parliamentary Service Bill for deliberation by the respective committees of the assemblies.

Currently, staff of the provincial assemblies does not have Terms of Reference for their jobs. This situation makes it difficult to measure job performance and create professional growth opportunities. PLSP will also assist in the formalization of the parliamentary staff service by building on the work completed at the National Assembly by the United Nations Development Programme. The UNDP program has developed Terms of Reference for National Assembly and Senate staff. These TORs will be adapted to the Provincial Assemblies. PLSP will also develop a staff directory which will also serve as a resource database where special staff skills and experience can be registered and tapped for the purpose of training, monitoring or continuing to working group efforts.

Timeline / monthly schedule

September 2006	Establish Parliamentary Service Working Group comprised of Joint Deputy Secretaries responsible for Service matters from all Houses
November 2006	Present preliminary research paper on advantages and context for Parliamentary Service in Pakistan
December 2006	Review draft Parliamentary Service bill presented to Speakers' Conference in early 1990s
December 2006	Develop staff directory template
January 2007	Study tour to country with successful Parliamentary Service
January 2007	Develop Staff Resources Database for provincial assemblies
February 2007	Revise Parliamentary Service bill with assistance of technical expert according to the "Problem Solving" methodology for legislative drafting
March 2007	Present draft Parliamentary Service bill to respective house committees
Apr – Aug 2007	Adapt national service staff TORs for Provincial Assembly staff

Methodologies

Working groups, database, publications, study tours

Expected Project Outputs /Deliverables

Parliamentary Civil Service norms will be established

Expected Results for this work plan period

Parliamentary Staff will be recognized as non-partisan, objective professionals with special skills to serve elected members from all parties.

Estimated Level of Effort of each Key Personnel

10	COP
3	DCOP
6	LCC
15	CTA
25	PC (5 x 5)
30	International STTA
20	Local STTA

Key Counterpart Requirements

Appropriate staff will be assigned to the working groups.

Task 4.4 – Improve Rules of Procedure to support increased transparency and accountability

Activity Description and Rationale

The Rules of Procedure of each house set the framework for the legislative operations. They ensure opportunities for a consensual approach to business of the house in plenary and in constituent bodies.

The Rules of the provincial assemblies of Pakistan are 90% consistent with those of the National Assembly. Rules of the house, however, can and should be amended to allow for greater transparency and accountability. Amendments of the rules of the National Assembly and Senate are ongoing and expected to pass in fall 2006.

Training programs for staff and members on the changes to the Rules will be beneficial to the empowerment of members and their abilities to fully participate in various types of business of the house. Development of training modules will contribute to the development of a module on Rules of the House for new members' orientation as a by-product of that training a "Manual on Rules" will be developed for all houses.

Ministerial and Members Code of Conduct: The Rules of Procedure guide all members, treasury bench and the opposition. However, the adherence to the Rules by the Ministers in Pakistan has not been consistent. Ministers regularly ignore sessions of the house and even fail to appear before the house on designated ROTA for Question Hour, or when summoned to meetings of Standing Committees. Many other parliaments in addition to Rules of the house employ use of the Code of Conduct to emphasize responsibilities. The National Assembly Standing Committee on Parliamentary Affairs has initiated the establishment of a Standing Committee on Ethics. This committee will be well served if guided by the parliamentary best practices for a Members Code of Conduct.

PLSP will convene a working group to draft a Ministerial Code of Conduct based on parliamentary best practices. Similarly, PLSP will work with a subcommittee of the Standing Committee on Parliamentary Affairs to draft a members code of conduct and outline the responsibilities and modalities of the National Assembly Ethics Committee.

Timeline / monthly schedule

Oct 2006	Establishment of Rule Working Group
November 2006	Establish a timeline with the Parliamentary Affairs Committee on establishment of the house Ethics Committee and its rules and members Code of Conduct
Dec 2006	Comparison of Rules – international and amongst houses
Dec2006	Template for House Rules Manual developed
January 2007	Rules Training module for Members and staff developed
January 2007	Workshop on Ministerial Code of Conduct
Feb 2007	Rules Training for Parliamentary Staff conducted
May 2007	Draft Rules of the Ethics Committee of the National Assembly including Members Code of Conduct
June 2007	Manual on Rules Developed by each house
July 2007	Draft Ministerial Code of Conduct presented to leadership in each house

Methodologies

Working groups, curriculum development, trainings and publication

Expected Project Outputs /Deliverables

Staff/Member Manual on Rules in each house
Rules Training Module Curriculum
Drafted Ministerial Code of Conduct

Expected Results for this work plan period

Parliamentary Staff and members will be more aware of the rules of the house and the opportunities the rules provide for transparency and consistent operations.

Ministers will recognize their accountability to parliament and requirements to respond to the house or committee when summoned.

Key Counterpart Requirements

6	COP
3	DCOP
10	LCC
20	CTA
50	PC (5 x 10)
30	International STTA
25	Local STTA

Key Counterpart Requirements

Appropriate staff will be assigned to the working groups.