



Assessment/ Appraisal Report- Members Capacity Building Program, Provincial Assembly of Khyber Pakhtunkhwa. All rights jointly reserved by Provincial Assembly of Khyber Pakhtunkhwa and Pakistan Institute for Parliamentary Services:



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PROVINCIAL ASSEMBLY OF KHYBER PAKHTUNKHWA, PAKISTAN



MEMBERS CAPACITY BUILDING PROGRAMME 2016-17

Assessment/Appraisal Report

Tuesday, May 15 , 2018



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Assessment and Appraisal Report – Members Capacity Building Programme of Khyber Pakhtunkhwa Assembly, (2016-17) compiled on January 19, 2018 @ALL Rights Reserved with the publishers - Provincial Assembly of Khyber Pakhtunkhwa and Pakistan Institute for Parliamentary Services

Patron-in-Chief

Mr. Asad Qaiser, Speaker Provincial Assembly of Khyber Pakhtunkhwa

Chairperson of the Steering Committee on Capacity Building

Ms. Anisa Zeb Tahirkheli, Member Provincial Assembly of Khyber Pakhtunkhwa

Secretary Assembly

Mr. NasrUllah Khan, Secretary, Provincial Assembly of Khyber Pakhtunkhwa

Over all Coordination

Mr. Attaullah Khan, Special Secretary to Hon'ble Speaker/Secretary to the Steering Committee on Capacity Building, Provincial Assembly of Khyber Pakhtunkhwa

Officers of Provincial Assembly of Khyber Pakhtunkhwa associated with various Groups, who reported individual visits

Syed Waqar Shah, Special Secretary to Hon'ble Speaker
Mr. Amjad Ali, Additional Secretary
Mr. Hidayatullah Khan, Deputy Secretary
Mr. Arsala Khan, Director (Finance and Accounts)

Message of Honorable Speaker/ Patron-in-Chief Members Capacity Building Initiative, Provincial Assembly of Khyber Pakhtunkhwa



(ASAD QAISER)
Speaker Provincial Assembly of Khyber Pakhtunkhwa

It is extremely a matter of happiness and great jubilation that the Assembly Secretariat in collaboration with the Pakistan Institute for Parliamentary Services (PIPS) and British Council under the members' Capacity Development Program has been successfully working towards the production of this document as a summarized Report which covers almost 9 different groups visited the United Kingdom; receiving training on legislative system but also highlighting the reason, learning and knowledge exchanging plus experience gained by the Parliamentarians during these trainings in Pakistan and abroad.

I hope that this effort will only prosper in future and help us in handling of the Rules of Business and Procedures more systematically and bring our mechanism near to the international best practices in the commonwealth countries.

I am pleased that the project met its goals and has shown through demonstration, the skills they got for themselves during these visits and training sessions.

Message Chairperson of the Steering Committee on Capacity Building



(ANISA ZEB TAHIRKHELI)
Chairperson of the Steering Committee on capacity building Provincial Assembly of Khyber Pakhtunkhwa

I am delighted to see that a precise yet comprehensive Report has been prepared by the Assembly Secretariat with the able support of the Pakistan Institute for Parliamentary Services (PIPS).

The report is covering every minute aspect of the visit and I hope that our collaboration with British Council will continue in future as well who played the role of a bridge between the Assembly and the British government including the Parliaments of Scotland, Isle of Man and the Houses of Commons and Lords.

The Visits in my knowledge were very fruitful which made many shy members to speak out and contribute valuably to endeavours the Assembly Secretariat which took off with the courage and vision of Hon. Asad Qaiser, the Speaker of Provincial Assembly of Khyber Pakhtunkhwa.

I hope that the path shown through these efforts will continue and keep strengthening the legislative organs of the Province.

Message of Secretary, Provincial Assembly of Khyber Pakhtunkhwa



(NASRULLAH KHAN KHATTAK)
Secretary Assembly
Provincial Assembly of Khyber Pakhtunkhwa

It is a matter of great honor that the visits of the delegations from the Khyber Pakhtunkhwa Assembly are compiled very carefully covering each aspect of the visits made during the last 2 years.

I have personally observed that these visits provided a lot of experience, knowledge and capacity to the members through different sessions and briefings made by the different British local government authorities.

The experience, the members gained from the visits did show practically by them during their debates and deliberations in committee meetings and discussions.

I hope that such efforts will continue in future to strengthen our parliamentary system.

Message of Secretary to the Steering Committee on Capacity building, Provincial Assembly of Khyber Pakhtunkhwa



(ATTAULLAH KHAN)

**Secretary to the Steering Committee on Capacity building,
Provincial Assembly of Khyber Pakhtunkhwa**

It is with great pride and accomplishment that the Assembly Secretariat is able to gather technical support of the British Council and Pakistan Institute for Parliamentary Services (PIPS) in producing a comprehensive documented Report that encompasses every major entity performed during the visits in a very serene format and short but useful statements and paragraphs.

The program when initially launched seemed a gigantic task; never the less, the vision of Honorable Speaker Mr. Asad Qaiser was based on strong potential will and moral grounds; entrusted upon the Assembly Secretariat and British Council who worked on the project very hard to make the dream of Mr. Speaker come true. We also acknowledge the invaluable cooperation by Mr. Nishat Riaz, Director Education British Council, Pakistan.

By the end of the visit of the last delegation, I can very safely assert that the trainings conducted and received were of high class and that improved the parliamentary character of each parliamentarian and senior Assembly officers.

As secretary to the Steering Committee I am not only satisfied but very hopeful that the same may be continued as a model for the future Assemblies when they want to exercise the same practice.

Executive Summary

The Provincial Assembly of Khyber Pakhtunkhwa, in the able leadership of the Honourable Speaker Mr Asad Qaiser, initiated a framework of parliamentary learning for Members of Parliament and their functionaries in July, 2016 under the Chairpersonship of Ms. Anisa Zeb Tahirkheli. It commenced by constitution of a Capacity Building Committee to conduct needs assessment for training at the Pakistan Institute for Parliamentary Services, and to explore possibility of experiential Capacity Building Programme through study visits supported by the British Council, to the developed parliamentary democracies such as UK and Scotland on focused objectives for all MPs.

This assessment report is based on public coverage, interviews by KP Secretariat staff and a short survey of MPs and delegates about the study visits to the House of Commons, the Scottish and Tynwald Parliaments by the Pakistan Institute for Parliamentary Services. The appraisal records and assesses MPs' thoughts about what they found most absorbing during the visits. The report also encapsulates what the MPAs witnessed in terms of three basic functions of law-making, oversight, and representation and how the best practices can be replicated in the Khyber Pakhtunkhwa Assembly. The MPs identified five key areas of reform i.e strengthening of parliamentary committees, devising mechanism to commence public petitions, introduce zero hour and Chief Ministers Hour to consolidate oversight over the executive, setting up of code of conduct/ethics and punctuality standards and last but not the least, strategize to improve upon the Secretariat support to MPs and committees viz a viz research and information services, drafting legislative proposals and increased public outreach.

The Report concludes with the timely and prudent vision of the Honourable Speaker of the KP Assembly that this capacity building initiative should be transformed into a longstanding relationship between the Scottish Parliament and the KP Assembly. In this context, the KP Assembly intends to sign a mutually agreed MoU (see text at Annexure III) to continue study visits of newly elected MPs to the Scottish Parliament in the wake of forthcoming general elections in Pakistan scheduled to be held only a few months later in 2018.

List of Acronyms

BC	British Council
FAFEN	Free and Fair Election Network
FSU	Financial Support Unit
KP Assembly	Provincial of Khyber Pakhtunkhwa, Pakistan
MHKs	Members of House of Keys, Tynwald Parliament
MPs	Members of Parliament
MPAs	Members of Provincial Assembly of Khyber Pakhtunkhwa
MSPs	Members of the Scottish Parliament
NGBU	Non-Governmental Bills Unit, Scottish Parliament
PIPS	Pakistan Institute for Parliamentary Services
PRC	PIPS Parliamentary Resource Centre
PILDAT	Pakistan Institute for Legislative Accountability and Transparency
SPICe	Scottish Parliament Information Centre
UNDP	United Nations Development Programme
WPC	Women Parliamentary Caucus of KP Assembly

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Introduction – Rationale of the Members Capacity Building Programme

- 1.1 **Background:** The Provincial Assembly of Khyber Pakhtunkhwa is a unicameral directly elected legislative body of the Khyber Pakhtunkhwa province of Pakistan. It consists of 124 members - 99 are elected directly while 22 and 3 seats are reserved for women and non-Muslims respectively. It was established under Article 106 of the Constitution of the Islamic Republic of Pakistan, since the first election in KP legislative council held on December 15, 1951. Following the declaration of One Unit on 3 October 1955, the country was divided into two provinces, West Pakistan and East Pakistan and the Legislative Assembly Building was declared as Peshawar High Court. In 1970, the legislative assembly was restored as a Provincial Assembly through a presidential order known as legal framework order 1970. The Assembly has undergone subsequent changes during every new regime until the last elected legislature on May 11, 2013 witnessing the election and rise of Honourable Mr. Asad Qaisar as the incumbent Speaker of Assembly.

As 70% of the members in the current provincial assembly are serving for the first time, the Secretariat of Khyber Pakhtunkhwa Assembly conducted a survey through the Steering Committee on Capacity Building in 2015 to identify challenges hampering effective legislative proceedings. On the basis of findings and recommendations, the Executive Management of KP Assembly envisioned launching a project aimed at strengthening the capacity of KP Assembly and its members. The project included capacity building of parliamentarians by Pakistan Institute of Parliamentary Services and UNDP and as value addition to their learning an exposure-opportunity led by British Council to Scottish Parliament, Westminster and Tynwald Parliament to learn about best practices and improve parliamentary proceedings of KP Assembly.

An initial scoping visit was conducted by a delegation of KP Parliamentarians, which had representation from all KP political parties and British Council Pakistan. Based on findings from the scoping visit, it was decided that British Council would facilitate exposure-visits to the three parliaments. Consequently in July 2016, KP Assembly signed a memorandum of understanding (MoU) with British Council Pakistan. Under this MOU, the “Khyber Pakhtunkhwa Parliamentarians’ Capacity Building Programme”, an 18-month partnership, KP Parliamentarians were to be given learning

opportunities being implemented and in vogue at the Scottish Parliament, Westminster and Tynwald Parliament. During each exposure visit, delegates would receive orientation on core themes such as good governance; parliamentary practices and business rules; accountability procedures and e-governance to enhance the capacity of KP MPAs.

Here it is also important to highlight that the Honourable Speaker Asad Qaiser, being an academician himself, envisioned the dire need of capacity building of the Members of the Provincial Assembly (MPAs) as one of the priority areas of intervention after assuming the office of the Speaker in May 2013. He was of the opinion that MPAs and the Secretariat Staff must equip themselves with a comprehensive understanding and grasp of the legislature's rules of procedures. He accordingly reiterated that the Assembly Secretariat would endeavour in enhancing knowledge and exposure of MPAs vis-a-vis contemporary developments in developing and developed parliaments. This House composed of mostly young Members i.e. under 40 years of age, in politics that's too young. As Mr. Speaker himself was also a first timer he felt a need for systematic trainings for MPAs' to polish their skills and expertise.

In order to fulfill Honourable Speaker's vision for providing all possible opportunities to build MPs as well as the Secretariat officials' capacity, several workshops and trainings were arranged locally and globally. During his tenure as Speaker, the KP Assembly Members were engaged numerous times in elaborate training events at the Country's exclusive research and training facility for MPs – the Pakistan Institute of Parliamentary Services (PIPS), working under the aegis of the National Parliament. As member of the PIPS Board of Governors, Honourable Speaker Mr. Asad Qaiser took the initiative of constituting a parliamentary Capacity building Committee. The Committee was presided over by seasoned senior MPA, Hon. Ms. Anisa Zeb Tahirkheli, whereas Mr. Attaullah Khan, Special Secretary to the Speaker was nominated as Secretary to the Steering Committee approved by the House. The committee coordinated and encouraged the Institute in organising maximum training initiatives in Peshawar as well as the PIPS campus in Islamabad in addition to exploring possibility with partner organizations to explore similar opportunities for MPs' exposure and capacity building through focused study visit to parliamentary democracies abroad. The local workshops were aimed to guide honourable MPAs about the role of an MPA, Legislation Process and to enhance their communication and IT skills. Under the guidance of the committee, each MPA was given courses in parliamentary leadership and various areas of parliamentary significance with the assistance of PIPS, UNDP, British Council, FAFEN and PILDAT. These included modules on rules of procedures; interpersonal skills including IT and communication practices in multiple batches to prepare MPs for the more thematic study visits abroad.

Moreover, in July 2016 the Khyber Pakhtunkhwa Assembly signed a Memorandum of Understanding (MoU) with the British Council Pakistan to arrange exposure visits of MPAs and the Secretariat Staff to the Scottish Parliament, Westminster and Tynwald Parliament to learn about best practices and improve parliamentary proceedings of the provincial assembly.

Under this 18-month partnership-the Khyber Pakhtunkhwa Parliamentarians' Capacity Building Programme - the MPAs and the Secretariat staff have been given exposure and learning opportunities to have a hands on experience of best practises being used in the three legislatures. MPAs received orientation on various themes including but not limited to:

- i. governance process
- ii. legislative needs
- iii. e-governance
- iv. parliamentary practices and business rules
- v. accountability procedures
- vi. financial scrutiny
- vii. understanding of working departments
- viii. budgeting and legal drafting

Additionally, the exposure visits also included visits/meetings to various government and non-government departments in line with delegates' interests to provide exposure to innovative models of business in UK. These meetings provided opportunity for the provincial ministers to develop relations for technical backstopping of the government initiatives in Khyber Pakhtunkhwa. These meetings were organized by the British Council with institutions such as the UK City Council/local government, social enterprise, higher education institutions, police department, education department, Accountant General Office, etc.

- 1.2 **Overview of the Programme:** Since July 2016, more than 100 MPAs of the current Khyber Pakhtunkhwa Assembly, along with the Secretariat Staff, have visited the three legislatures - Scottish Parliament, Westminster and Tynwald Parliament - as part of any of the around nine delegations. The delegations included MPAs from the eight parties in the KP Assembly. Out of the 124 total MPs in the assembly, more than 100 given opportunity to observe and undergo an experiential learning process to observe model parliamentary practices in vogue at the Scottish Parliament. It also included participation of members of Women Parliamentary Caucus in the KP Assembly, a cross party group taking up women related challenges in the House.

1.3 **Key Focus of Learning during MPs Capacity Building Programme:**

The Members' Capacity Building Initiative has been a watershed in the parliamentary history of the Khyber Pakhtunkhwa Assembly, where the Hon Speaker envisioned a well-structured capacity building programme for each member across party lines led by MPAs themselves in identification of needs and assessment of skills required followed by enumerating three focused key objectives:

- i. Providing exposure to the processes followed in the House of Commons, Tynwald, and Scottish Parliament (with special emphasis on the use of research, data and information to inform debates, question time and general oversight)
- ii. Familiarise MPAs with rules of business and parliamentary procedures to make them more effective
- iii. Constituency attachment (where possible) with MPs of House of Common Westminster UK increasing knowledge of parliamentarians around making policies in line with community needs.

It was envisioned that the capacity building initiative would enable MPs and Secretariat to formulate key recommendations regarding the enhancement of working of the Khyber Pakhtunkhwa Assembly aimed at introducing key reforms to transform it into a professional parliamentary service which can support and assist MPs in their arduous tasks of law making, representation, oversight and budget scrutiny. The final chapter of this Evaluation Report tries to sum up not only the key recommendations as the way forward for the parliamentary and Secretariat leadership of the Assembly but also discusses affirmative initiatives taken by KP Assembly to start the reform practise to actually implement the good practices observed during the study visits. The report also concludes with a clear vision of continuation of KP Assembly Capacity Buiding programme as well as Reform Agenda simultaneously in future.

Objective of the Report

The Capacity Building programme (KP Assembly) has intended to familiarize the MPAs with parliamentary processes in Scottish Parliament; Learn about their best practices, and to build understanding on the role of Parliamentarians in legislation.

The primary aim was to empower parliamentarians of KP Assembly with knowledge and experience to the best parliamentary practices in Scottish Parliament. This process has enabled 124 MPs an opportunity to visit and gain hands on understanding to learn about best practices in Scottish parliament, and provide exposure opportunities to innovative models in diverse industries of Scotland whilst strengthening ties between KP parliament and Scottish Parliament.

Honorable Speaker Mr Asad Qaiser and all MPAs are committed to bring KP Assembly at par with modern democracies and Parliaments. It is encouraging to share that the KP Assembly has triggered process of reforms in its existing rules, working as well as standard operating procedures to give way to the best practices observed after visiting different Parliaments especially the Scottish Parliament.

This Report aims at recording the MPAs feedback gathered through direct interviews as well as short survey viz a viz the effectiveness, efficiency, relevance, impact and sustainability of the initiative. It will markedly assess the findings to consolidate the learning curve of MPs and Functionaries of KP Assembly, to not only localise and internatize the best practices learnt during the visit to the Scottish Parliament within the working of the KP Assembly but make the Capacity Building Programme a sustainable process where in wake of forthcoming general elections in Pakistan during 2018, the new MPs can continue the tradition and ensure meaningful, relevant and clear impact to lay effective and efficient parliamentary procedures at the KP Assembly.

It is in this context, that the KP Assembly leadership and Members have expressed their keen desire to sign a Memorandum of Understanding (MoU) with Scottish Parliament to continue exposure visits that remain a prudent source of experiential parliamentary learning. The agreement will help in a big way to plan study visits as part of annual calendars of both Parliaments.

03

Methodology of Study/ Assessment

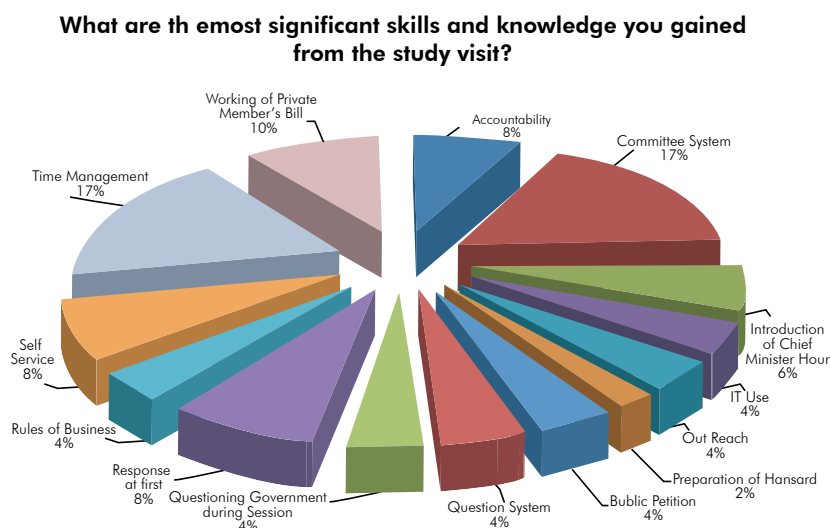
The Report has relied on three sources of data to draw the inferences and objectively analyse how fruitful the programme has been and to what extent MPs are ready to work for bringing actual reform to make the existing systems at KP Assembly more transparent, vigorous and Member-friendly to allow them undertake quality legislation, robust oversight of treasury benches and effective representation of the Constituents. The assessment is based on following data sources:

- i. Using existing program documents and relevant public documents such as web reports of the study visits and media coverage.
- ii. Individual Interviews and interaction with selected group of Participants of the Programme including MPs and Functionaries by Secretariat staff of KP Assembly to get their feedback compiled in shape of trip reports.
- iii. The Pakistan Institute for Parliamentary Services (PIPS) devised a Study Visit Feedback Assessment Template (See Annex I) to conduct a Short Appraisal Survey with delegates to assess effectiveness and satisfaction of overall programme and to get quantitative data on to reconfirm theory of change. The delegates were asked following **four questions** to make an objective assessment of effectiveness, efficiency, relevance, impact and future sustainability of the capacity building programme of the KP Assembly.
 - a. What are the most significant skills and/or knowledge you gained from the study visit? The delegates were asked about the effectiveness of the visit when they were requested to name best three observations that they learnt. The participant could use other side of page for additional comment in this open ended question.
 - b. Anything you were not able to learn in this study visit that you were expecting to learn; This question solicited opinion of delegates to gauge the efficiency of organisers in planning the study visits with appropriate meetings and activities to make the programme meaningful.
 - c. The third question was closed ended asking participants to rate from amongst four choices regarding how relevant they found the programme to their role as MPs (Not At all, Not Sure, To Some Extent and To Great Extent). The replies helped assess the impact of the programme as well as relevance of the study visits.
 - d. Last but not the least, a question was asked that what system/idea the MPs and/or functionaries observed in the Parliaments they visited, which they would want to recommend to their own Secretariat and leadership to emulate in the Provincial Assembly of Khyber Pakhtunkhwa. It was definitely a question regarding the sustainability and impact in future trying to review MPs keenness and commitment viz a viz affirmative reform in working of the KP Assembly in the near and distant future.

Members' Observations and Feedback about Lessons Learnt - Key Findings of the Assessment

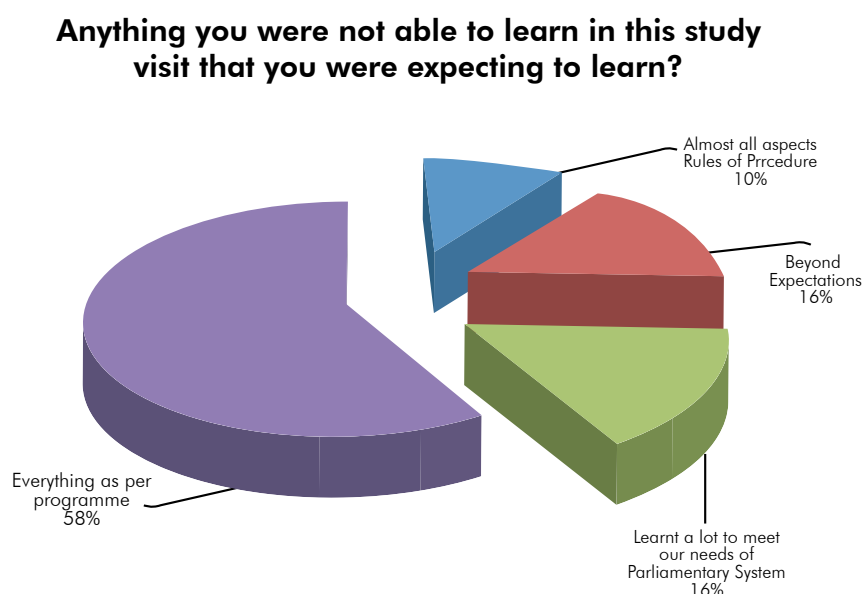
This section reviews the feedback provided by the legislators, through short survey of delegates and interviews of sample size of 23 MPs including the Honorable Speaker of the KP Assembly Mr Asad Qaiser, Leader of Opposition, three women MPs, two sitting Honorable Ministers, as well as the Secretariat staff of the provincial assembly, who availed the opportunity to be part of said capacity building programme. In interviews with 18 MPAs and five secretariat staff as well as the delegates providing feedback on the Study Visits' Assessment Template, following key findings were revealed:

- 4.1 **Relevant and Usefulness:** All MPAs including the Honorable Speaker and the Leader of the Opposition in the Khyber Pakhtunkhwa Assembly termed the visits very useful to their day to day work. They all said that the orientations during their visits were to a great extent pertinent to their work as legislators. In his comments, the Honorable Speaker of the Khyber Pakhtunkhwa Assembly, Mr Asad Qaiser expressed his satisfaction with the visits and hinted at his plans for establishing long term relations with the three legislatures in order to lay foundation of a system of providing similar learning opportunities to MPAs in the future KP Assembly. The following pie chart unveils the effectiveness of the programme as MPs clearly shared numerous best practices they witnessed at the Scottish Parliament in addition to expressing their commitment that they will work in rules committee to introduce essential reforms in the Rules of Procedures, intake of skilled human resource support in the Secretariat as well as devising mechanisms and systems to introduce new concepts learnt at the developed parliaments visited. The MPAs identified almost 14 different significant areas and skills, which they gained as most significant new set of knowledge and insights.



- 4.2 **Efficiency of the Programme:** The Participants seemed more than satisfied with regard to their expectations from meetings and activities planned for them. The survey results reveal that 58% of delegates were of the opinion that everything went according to the shared agenda and programme while 16% mentioned in the open ended question that they learnt a lot to meet their needs/essentials of parliamentary system as expected from them by the people they represent. Similarly 16% respondents said that the capacity building programme has been beyond their expectations while 10% said that almost all aspects of Parliamentary Rules of Procedures were touched upon during the study visits. No one said that they had not witnessed anything they were expecting to learn or experience.

4.3 **See graphical representation below:**



- 4.4 **Effectiveness and Sustainability – Future Recommendations and Plans for Khyber Pakhtunkhwa Assembly:** Overall the MPAs witnessed that all parliamentary work in the three legislatures they visited especially the Scottish Parliament revolved around transparency and the involvement of the people. They felt and witnessed that there is conscious effort at these parliaments not give the impression that the parliament is some sort of “private club”. There was unmitigated resolve that reaching out to the people and getting them involved is essential to strengthening parliamentary democracy as it is all about working for the wellbeing of constituents as aspired by them.

During the different visits to Scottish Parliament, the delegates were briefed on almost every legislative organ inter-alia, drafting of Bills, preparation of Hansard, organization of Government and Private Member Bills, Research facilitation, induction in training to newly elected Parliamentarians, involvement of civil societies and petitioners, preparation of Rota as per the demand of the business submitted

by the Government or asked by the Opposition. During the visits the delegates were given opportunities to attend the General Question Hour and First Minister Question Hour in close proximity and harnessed rules of business without compromising on bias whether the business relates to Government or Opposition.

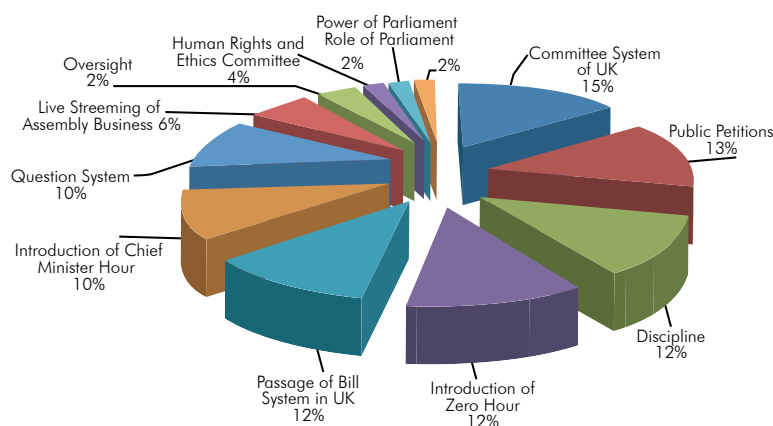
The delegates also appreciated the observance of calendar throughout the year. Without missing on any benchmark so set in calendar year. During these visits, the delegates were also briefed on the Government Ministerial work and the way departments were run and made and kept accountable to the House.

The methodology of experiential learning created by the vision of the Hon Speaker, which provided each MPA to have a candid and direct interaction with MPs and professional secretariat leadership as well as hands on exposure to the professional services offered at parliamentary institutions in UK, Scotland and Tynwald can prove to be a defining moment in transforming the working of the Provincial Assembly with meaningful reforms. In this context, this assessment report sums up the key lessons learnt that formulate the way forward to transform the Assembly into a Members' friendly Legislature that can then serve as a role model for fellow parliamentary institutions of Pakistan.

The MPs identified many key areas of reform for KP Assembly in light of visits and meetings at the Parliamentary institutions at UK in general and the Scottish Parliament in particular:

- i. Almost 15% were appreciative of Scottish Parliament's Committee System and its authority and all of them recommended KP Assembly to quickly reform its system of committees to empower them with more authority to independently conduct oversight of executive; to open up and devise avenues of transparency allowing public to attend and engage with them and last but not the least, secretariat should provide robust research and informational support to each Committee.
- ii. Similarly 13% wanted system of entertaining public petitions must be introduced to be able to form a bridge between constituents and their elected representatives so that KP Assembly is aware of public needs and responds proactively on challenges and expectations of the society at large and vulnerable strata in particular.
- iii. Three issues got attention as the third most important priority of the delegates as an average of 12% of total respondents emphasized need to emulate the Prime Minister's Q and A Hour, introduction of Zero Hour and a reformed Legislative Process in KP Assembly on similar lines as in vogue at the Scottish Parliament.

The System/idea you observed in the parliaments you visited in UK, which you want to be introduced in the Provincial Assembly of Khyber Pakhtunkhwa?



The MPAs recommended their parliamentary and secretariat leadership to strategize numerous future interventions at the KP Assembly, which have been deliberated below in the order of priority, starting with most important and followed accordingly by comparatively lesser as mentioned by MPs:

- i. **Committee System:** The MPAs acknowledged the accomplishments made in how effectively and efficiently the parliamentary committees work in the legislatures they visited. Understanding the centrality of the committees in the work of parliament, they noted the system and support put in place to help the committees perform their duties, especially the taking of evidence from witnesses, scrutinizing legislation, and carrying out inquiries. They also noted that how the committees take up policy issues and examine legislation, both primary and secondary. The MPAs think that the committee system in the Khyber Pakhtunkhwa Assembly needs a number of improvements in terms of support they need as well as due changes in the existing rules of business to empower them to perform their duties befittingly. They reflected unprecedented interest about the fact that the committees in the Scottish parliament can also introduce legislation; similarly, number of MPAs called for introducing Committees on Human Rights and Ethics in the Khyber Pakhtunkhwa Assembly.
- ii. **Public Petitions:** The MPAs took keen interest in the concept of public petitions and how it is processed; most importantly how prudently the petitioners were kept updated about their petitions. An active public petition system was seen as the legislatures reaching out to the constituents – a key to meeting the objectives of power sharing, accountability, accessibility and equal opportunities. It was also observed that the process of submitting petitions was easy and smooth. The MPAs want to introduce similar mechanism in the Khyber Pakhtunkhwa Assembly to handle the public petitions. They want to study the public petition systems in-depth in the Scottish parliament and the House of Commons and see how it can be implemented in the Khyber Pakhtunkhwa Assembly.
- iii. **Discipline and Punctuality:** A number of MPAs pointed out that they were impressed by the punctuality of the proceedings in the three

legislatures they visited. They noticed that the given time and schedule for the parliamentary proceedings were followed. The MPAs wanted the Khyber Pakhtunkhwa Assembly to improve time management and follow schedules of the parliamentary proceedings and meetings of committees.

- iv. **Ethics and Code of Conduct:** While attending sessions of the Scottish and Tynwald parliaments, and other meetings, it was noticed that decorum was maintained and difference of opinion was expressed with civility. It was, therefore, recommended that all parliamentary parties shall take the responsibility of maintaining decorum in the Provincial Assembly and politics for building better and conducive parliamentary working relationship. The Assembly can also draft and pass its own Code of Conduct for MPs as practiced in the three parliaments visited. It will encourage declaration of conflict of interest, minimizing spending and transparency in working of the House, its MPs and all staffers.
- v. **Legislation:** The MPAs appreciated with lot of inquisitiveness that the process of legislation is open to public scrutiny at every stage and how the private members are supported in submitting their bills, especially in the Scottish parliament. They seemed impressed and influenced by the transparency throughout the process of legislation. The House of Commons website provides complete information about the stages of bill as and when it moves forward through various stages. They also liked the idea of providing summaries of bills introduced in each session as done by the Scottish parliament's SPICe. The MPAs understood that there is need for strengthening the research support services in the Khyber Pakhtunkhwa.
- vi. **Prime Ministers' Questions/First Minister Question Time;** The MPAs took keen interest in the First Minister Question Time in the Scottish parliament and the Prime Minister's Questions in the House of Commons. They observed the hard questions put to the leader of the house and how the Prime Minister handled them, forcefully but with civility. It was clear that the MPAs wanted to introduce the idea of Chief Minister's Questions or the Chief Minister Question Hour in the Khyber Pakhtunkhwa Assembly.
- vii. **Hansard:** The visiting delegations appreciated the effort that goes into producing official reports – a written record what is said in the parliament and its committees, including debates, statements, questions, votes, evidence in the committees, etc. They witnessed that the use of technology was making Hansard quick and efficient. The MPAs witnessed how a team of Editor, deputy editor, reporters, sub-editors and other editorial staff work together to record what is said in the parliament and make it available to the legislators and the public. They noted that the Khyber Pakhtunkhwa Assembly also need to introduce changes in recording what is said on the floor of the house and in the committee meetings and make it available to legislators and the public.
- viii. **Public Outreach:** The MPAs noted the three legislatures' efforts to reach out to the people in every possible way in order to inform them about the

centrality of the parliament to the democratic system, its working, and importantly how the individuals and groups can be involved. In Scottish Parliament youth from Schools, Colleges and Universities comes and see the Parliament in action. In this way they instil the importance of democracy in the future generations. The youth are briefed about elections, the role of MPs and the functioning of the Parliament. The role of parliamentary websites was seen as critical in reaching out to people as a two-way communication. The MPAs think that there is need for studying the outreach plans and strategies of the House of Commons and the Scottish Parliament, with focus on to involve the people in the work that they do. The MPAs recommended that the use of ICT is essential to reaching out to the constituents. In 2005 the House of Commons debated and approved a report "Connecting with Parliament with the Public". Under this report, a cross party committee made recommendations for the parliament to promote and explain its work to wider audience. A Modernisation Committee and the Director General of the Commons' Information Services came up with a five-year strategy on how the parliament interacted with the public. The Provincial Assembly of KP may also form a cross-party committee to deliberate on it interacts with the people in order to strengthen parliamentary democracy.

- ix. **Women Participation and Political Parties:** The MPs observed that participation of women legislators were at par with their male counterparts. The KP Assembly Members were of the opinion that all parliamentary parties as well as the provincial assembly should work together to ensure women's political participation in the Khyber Pakhtunkhwa. There is need for increasing women's share in the parliamentary parties. For ensuring women's participation, there is need for working on gender equality in the political parties.
- x. **Parliamentary Websites:** The visiting MPAs noted that the websites provided all information about their respective legislatures. The House of Commons website, they noted, has a separate section on educating children about the parliament. The Scottish parliament has a whole section in which the people are informed about how they can get involved with the parliament. This includes the options of our voice, how to submit a petition, facilitating of live chat, guide for committee witnesses, etc. The MPAs felt that there is need for studying how the parliaments are using websites to reaching out to people.
- xi. **Secretariat Support to MPs:** The MPs observed that individually the Members as well as standing committees were provided specialized expertise by respective Parliamentary Secretariats to assist them in their day to day functions of law making, representation, budget scrutiny and oversight of the treasury benches. It was recommended by nearly vast majority of delegates that such units for supporting MPs running in the Scottish and Tynwald parliaments should be replicated by the Khyber Pakhtunkhwa Assembly Secretariat to give impetus to overall performance of their legislature. These include following key services:

- a. **Non-Governmental Bills Unit (NGBU):** The delegation members took keen interest in the role of the unit, which is to support non-governmental Members and Committees with their bills in the Scottish Parliament. It supports any member who desires to bring a Member's Bill. The MPs narrated that this unit works closely with parliamentary lawyers and external drafters as it assists "with policy development, summarize consultation responses, secure the drafting of a Bill, prepare briefing and give procedural advice." The unit works closely with the MSPs and Committees from developing of policy options to consultation and from consultation to final draft. Each final draft of a bill produced by the unit is accompanied with Policy Memorandum, Explanatory Notes and Financial Memorandum. The unit offers its services to all of non-governmental MSPs but on first- come-first served basis and it works in confidentiality. On the lines of the NGBU in the Scottish Parliament, a unit of legal drafters should also be established in the Khyber Pakhtunkhwa Assembly. The Assembly already has few trained drafters equipped with international exposure in legislative drafting and some can be spared to set up an independent LD unit to support private members.
- b. **Research Support and Information Center:** The MPAs want to establish an information center in the Khyber Pakhtunkhwa Assembly on the lines of the Scottish Parliament Information Centre (SPICe) that provides research, information and documentation services to the Parliament. The delegates informed that they were given a comprehensive briefing on the role of SPICe in support of parliamentary committees and non-governmental MSPs. SPICe provides facts, analysis, briefings, research services, news and current affairs, impartial expertise to MSPs, their staff and indirectly the public and media. The delegates were told that eighty thousand pounds have been allocated for the SPICe service delivery. A total of 40 researchers and information specialists, divided into five teams, are providing research and information services. The five teams/units are;
- i. Justice and Social Affairs Research Team
 - ii. Financial Scrutiny Unit
 - iii. Health, Environment and Europe
 - iv. Enquiries Team
 - v. Library Services

Working in partnership with committees, SPICe prepares committee work programs, arranges briefings on bills, delivers policy briefings either oral or written, assists in sorting of petitions and advises committees in identification of witness, assists committees in formulation of questions, searches advisors for committees and carries out research upon request of committees. The work is non-partisan and, when carried out for individual MSPs, is confidential. The existing research unit of the Assembly needs to be revamped and strengthened in order to establish a separate Enquiries Unit as the ones in the Scottish and Manx Parliaments. The establishment of contemporary research and analysis wing for supporting committees and non-governmental MPs is imperative in the Provincial Assembly of Khyber Pakhtunkhwa, which can replicate the SPICe subject clusters in Scottish Parliament and Library and Research Service at House of Commons UK.

- c. **Financial Analysis Unit (FAU):** Authorization of budget is an important function of the Provincial Assembly. It is therefore, recommended that researchers should be made available for assisting MPAs on financial matters in KP Assembly as is the case in Scottish Parliament. The MPAs were amazed to see that the FSU provides independent analysis and support to committees and individual MSPs on budgetary trends and issues, costs of specific budgetary spending, apart from carrying out research on all areas of the economy and public finances affecting the Scottish Parliament and the Government. The MPs were able to recall that the Scottish Parliament budget mainly consists of two stages – draft budget scrutiny and a budget bill. During the first stage, the draft budget for the ensuing financial year is published in September or October. All committees discuss the budget in their own frame of work and call for evidences from the public, a practice that all KP MPs want to be introduced in rules of procedures of the House. It was also seen that in the National Assembly of Pakistan similar rule has been added since 2013 through which all standing committees report their findings on the Public Sector Development Budget every February annually. In case of Scottish Parliament committees are even more empowered as they scrutinize entire annual budget for their respective Ministry and then report recommendations to the Committee on Finance, which can propose changes to the budget. In December every year the Finance Committee present its report to the parliament for debate. In view of the debate on the report of Finance Committee, the government lays Budget Bill in the parliament in January.

It was heartening to see a few KP Assembly Members narrating the budget process in Scottish Parliament. They informed that the finance bill sets out government spending plans. After introduction of the budget bill, the parliamentary consideration consists of three stages – debate in the parliament, an evidence session with the Minister for Finance at the Finance Committee, and a further debate in the parliament. After passing through these three stages, the bill is passed. From the draft budget plan to the passage of the bill, the whole process of budget making is published and made public. The delegation was informed that the Scottish budget is made up of revenue and capital budgets. Capital budget is used for development purpose. Fact sheet of draft budget for the year 2017-18 was also shared with the delegation – first four major allocations were made to health and sport (£13,126m), Communities, Social Security and Equalities (£8,477m), Rural Economy and Connectivity (£2,867m) and education and skills (£2,846m). The MPs of KP Assembly informed that their assembly needs to develop comprehensive changes in rules to empower committees in making timely and meaningful participation possible in budget formation and scrutiny.

- d. **Information Services:** Since the e-governance is under process in the Khyber Pakhtunkhwa Assembly, therefore, Information Service should be established to assist the MPAs, government and the public. It was also recommended by the Women Parliamentary Caucus visit that the Provincial Assembly should be made paperless secretariat. The Provincial Assembly of Khyber Pakhtunkhwa should have local software for spread information/notice of meetings to inform MPs about session of the Assembly as well as committee meetings at an immediate basis.

Way Forward - Adoption of Best Practices at KP Assembly

The Capacity Building visits have enabled the Honourable MPAs of the Khyber Pakhtunkhwa to strategize and work together in reforming the existing Rules of Procedures and Conduct of Business of the House to introduce following key best practices:

- i. Zero hours
- ii. Chief Minister Hour
- iii. Restriction on questions per day
- iv. Restriction on questions per member per day
- v. Restriction on the number of supplementary questions
- vi. Recommendation of every bill to be referred to the concerned committee
- vii. Quorum of the committee shall include a must “one member from either side treasury/ opposition.
- viii. Introduction of Business Calendar
- ix. Introduction of auto Hansard Transcription.
- x. Time management
- xi. Human rights
- xii. Ethics at committee level and at the House / Chamber
- xiii. Reform of Secretariat support services to MPs and Committees

The KP Assembly is ambitiously endeavouring to introduce meaningful reforms viz a viz its day to day functions in order to match the standards of transparency, greater public outreach and inclusiveness in the work of Parliament and prudent oversight tools to improve the performance of service delivery by the Executive. A few of the key attempts to adopt the best practices learnt during the Capacity Building Study Visits, which are already underway are discussed as under:

5.1 Strengthening Committee system: After the scoping visit, few key decisions were made by the Executive Management and the delegation. These were:

- a. Setting up of a “Friends of Scotland Group” in the KP Assembly with core membership from all political parties
- b. Setting up of Steering Committee chaired by MPA Ms Anisa Zeb; The Committee will oversee the capacity building trainings and facilitate exposure visits to Scottish Parliament and House of Common UK. It will also solicit intervention of Honourable Speaker and House Committees to proactively strategize the reform of systems in KP Assembly as recommended by the MPAs. The Steering committee will also coordinate with the Scottish and UK governments for future collaboration and support to KP Assembly as well as KP Government.
- c. **Towards an E Governance Committee System:** The Scottish Parliament

has a strong Committee system with ample backing of the Government, which encourages significant public involvement in the Parliament's activities. After observing the Committee System of Scottish Parliament, the honorable MPAs of KP Assembly were of the view that in order to strengthen the Committee system in KP Assembly, the proceedings of a committee should be made online and embedded in the e-governance system which is already functioning in KP Assembly. Doing so will make the proceedings of a committee readily available and there will be no chance of missing or losing a question/query raised by an honorable MPA. The Public will also be able to gauge the performance and focus of respective committees of the Assembly.

- d. Although in most of the cases, Standing Committees in KP Assembly were better equipped, yet they have limited or no support of an in House Research cell. The committees in KP Assembly are handling three types of business, a. business referred by the House, b. suo motto issues taken up, and c. any matter related to the department subject to the discretion of the Honourable Speaker. The Assembly intends to enhance committee authority to empower them by new rules and appropriate research support base.

5.2 **Department Day:** In Scottish Parliament there is a specific day for a specific department. On that day the business related to that concerned department is discussed. This makes it easy for the departments to present their work as they are aware of their turn. Additionally, this lays off the burden from other departments as they won't have to ensure their presence in every session rather than they have to show up on their specific day. Steps will be taken to introduce same in the KP Assembly.

5.3 **Dynamic Women Parliamentary Caucus:** The KP Assembly has lately setup a vibrant and responsive all party women parliamentary caucus (WPC), which is not only voluntarily taking up challenges of women on the floor of the House but it will go a long way in increasing women participation and effective contribution in day to day business of the House. The WPC can certainly play effective role in providing women sensitization on all matters to the people in general and matters of human rights in particular. Being a front line province against violent terrorism, women have been often most ignored facet of the society during conflict. The WPC has been a great addition where women MPs are self-sufficient in having a platform to jointly utilize the parliamentary tools available to initiate business of the house to advocate, persuade and influence challenges to women in the society and vulnerable groups like people with disability, transgender community and old citizens.

5.4 **Youth Awareness:** Following the footsteps of Scottish Parliament, the KP Assembly started an outreach program where the staff of the Assembly started visiting different Universities and gave them presentations on the process of Elections, the Role of MPAs and the Importance of Democracy. Additionally, tours to the KP Assembly are being arranged for the universities in order to give them real life experience of the Parliamentary System.

5.5 **Use of Screens for Displaying Agenda:** In Scottish Parliament the multimedia screens are installed in the corridors which display the latest agenda of the session

along with other announcement made from time to time. After witnessing the effective utilization of Technology in British Parliament, the KP Assembly has also installed screens in the corridors, offices and library to display the important Agendas.

- 5.6 **Media Cell:** The Scottish Parliament has Media Relations for Journalists and others member of Media. Following the Scottish system, the KP Assembly plans to have its' own media Cell and an Assembly Representative for Media Briefings. Additionally, it is planned that by the end of each Assembly Session the Deputy Speaker will brief the media on the Important bills, questions and motions presented and approved in that specific session. This will make it easy for the media to make the proceedings of the Assembly session readily accessible to the Public.
- 5.7 **CM Question Hour:** On a specific day of a week the CM Presents himself/herself for question hour where the parliamentarians put forward their questions and concerns (in Scotland). The MPAs of KP Assembly want to follow this pursuit by including CM Question hour to the Rules of Business and in this regard the House Business Committee will propose amendment in said rules.
- 5.8 **Hansard:** Hansard (the Official Report) is the edited verbatim report of proceedings of Scottish Parliament, which makes recording easy, fast and readily available. The Honourable MPAs of KP Assembly appreciated this pursuit and termed it as a hassle free system. They wish to have a Hansard system in KP Assembly on similar lines in future.
- 5.9 **Petitions and involvement of civil society:** Civil society is given a very handful of time and space in legislation and other related activities in the Chamber to be discussed and given room to. People from all walk of life are heard in person, on skype and through recorded messages and if found with better suggestions, they are given enough weight in decision making and legislation. Petition of public is one of the grey area we shall give a must weightage to. The KP Assembly intends to build its specialised Research Human Resource along with amending rules so that it not only devises mechanism to allow public petitions but it has system in place to process such grievances too.
- 5.10 On the IT front, the Khyber Pakhtunkhwa Assembly is found to be ahead of all other national and foreign Parliaments so appreciated by those Parliaments.
- 5.11 **PIPS Parliamentary Resource Centre at KP Assembly:** Honourable Speaker Mr Asad Qaiser is member of PIPS Board of Governors, therefore, he has left no stone unturned to utilize the services offered by the Pakistan Institute for Parliamentary Services, that is now setting up its Parliamentary Resource Centre within the vicinity of the KP Assembly. PIPS is country's exclusive research and training facility for MPs set up in Islamabad but it now has offices in all provincial assemblies. Since December, 2016, PIPS has extended to offer legislative and research support to MPAs of KP Assembly through its PRC in addition to already running capacity building initiatives since 2012. PIPS can be asked to extend its National budget desk services also to the MPAs of KP Assembly especially during the Feb-June budget months when finance bill in being prepared by the government and same must be shared with the Committees in the KP Assembly.

06

Legislative Achievements of KP Assembly since 2013

These capacity building study visits and trainings have been of immense importance with regard to enabling MPs to undertake people-centric legislation as well as oversight of the Executive to improve service delivery of amenities to the masses especially the poor and the vulnerable in the province.

The programme has remarkably contributed in developing insights of MPs to improve parliamentary progress of Khyber Pakhtunkhwa Assembly by following tradition of effective and efficient parliamentary tools. Since 2013, the present KP Assembly passed (and newly introduced in some cases) record 154 Acts and 171 bills in the last four years. Of these the most important acts are given below:

- i. For Transparent Governance- The Right to Information Act
- ii. For Public Service Delivery- The Right to Public Service Act
- iii. For Overall Accountability- The Ehtesab Commission Act
- iv. For Local Government- The Local Government Act
- v. For Promoting Trade and investment activities- The Board of investment and Trade Act

It is acknowledged that the Right to Information Act and the Local Government Act passed by the Khyber Pakhtunkhwa Assembly are much comprehensive and inclusive as compared to similar piece of legislations introduced by other three provinces of the country.

Aspiration of Long standing Relationship – MoU between Scottish Parliament and Khyber Pakhtunkhwa Assembly

Systems undergo dynamic process of change before evolving into a developed form. Honourable Speaker of the KP Assembly has always remained flexible and welcoming towards reforms, innovations and recommendations being proposed by fellow MPs through the course of time. The above appraisal of the programme reveals that indigenous as well as foreign trainings have contributed towards enrichment of knowledge and insights of all MPAs on Parliamentary procedures in KP Assembly.

It is matter of great satisfaction that the Honourable Speaker Mr Asad Qaiser is determined to consolidate democratic norms and values through initiatives aimed at introducing effective people-centric demand driven legislation. He is keen in creating awareness among the public about democratic means based on equality and freedom. It is in this context that the Honourable Speaker of the KP Assembly intends to extend the present cooperation into a strong and long-term relation with Scottish Parliament for the mutual mission of strengthening of parliamentary democracy and good governance in Khyber Pakhtunkhwa and Pakistan.

He believes that the bonding between Scottish Parliament and KP Assembly will encourage the adoption of best practices and mechanisms to introduce contemporary reforms to the procedures of Assembly, which will not only set an example of parliamentary reforms for other legislatures of the country but innovative steps taken will serve as precedence towards further consolidation of best parliamentary practices learnt from partner Parliaments worldwide for the next elected government after the 2018 general elections.

Based on lesson learnt, the Honourable Speaker Mr Asad Qaiser intends to pass on the experience gained from the international visits to the Members of the newly elected KP Assembly later this year who can continue to work with the Scottish Parliament to enable the reform agenda be completed and taken to another level. The leadership of KP Assembly expects both the Parliaments may reiterate their desires into practical manifestation by parking a time slot/duration of similar future study visits to the Scottish Parliament in corresponding annual calendars of both parliaments. The draft text of the MoU between the Scottish Parliament and the Provincial Assembly of Khyber Pakhtunkhwa is placed at Annexure III to solicit mutual consent and signatures of both the Honourable Presiding Officers, Rt Honourable Ken Mackintosh, MSP, and Honourable Speaker, KP Assembly, Mr Asad Qaiser, MPA.

Being the Speaker of KP assembly, it is indeed a matter of pride in rightly saying that “at the twilight of our tenure, we have not only completed the project and are in a position to hand over the same to the newly elected Parliament which is nearly five months away.”

ANNEXURES

ANNEXURE I

STUDY VISIT ASSESSMENT TEMPLATE

Name of the Participant/MPA : _____

Study Visit to: _____

1. What are the most significant skills and/or knowledge you gained from the study visit?
NAME best three observations (use other side of page for additional comment)
2. Anything you were not able to learn in this study visit that you were expecting to learn:
3. You found study visit abroad relevant and useful to your future work at the Provincial Assembly:

1 = Not at All 2 = Not Sure 3 = To Some Extent 4 = To Great Extent
4. The system/idea you observed in the Parliaments you visited, which you want to be introduced in the Provincial Assembly of Khyber Pakhtunkhwa.

**Thank you for your feedback, Your comments will help in assessment of efficacy of study visits and planning for similar future initiatives*

ANNEXURE II

LIST OF DELEGATES INTERVIEWED COMPILED BY SECRETARIAT STAFF OF KP ASSEMBLY IN SHAPE OF TRIP REPORTS

Honourable MPAs:

1. Honorable Speaker Asad Qaiser, KP Assembly
2. Maulana Luft ur Rehman, Leader of the Opposition in the KP Assembly
3. Mr Shaukat Yousafzai, MPA
4. Mufti Janan, MPA
5. Mr Aizaz Ul Mulk, MPA
6. Ms Nighat Orakzai, MPA
7. Mufti Fazal Ghafoor, MPA
8. Mr Aziz Ullah, MPA
9. Mr Habib ur Rehman, MPA
10. Mr IniyatUllah, Minister
11. Mr Mehmood Khan Battaani, MPA
12. Mr Ikramullah Gandapur, Minister
13. Syed Jafar Shah, MPA
14. Malik Noor Saleem MPA
15. Mr Aurangzaib Nalotha, MPA
16. Mr Ziaullah Bangash, MPA
17. Ms Amina Sardar, MPA
18. Ms Uzma Khan, MPA

KP Assembly Secretariat Staff

1. Attauallah Khan, Special Secretary and Secretary to Capacity building Committee
2. Syed Waqar Shah, Special Secretary to Mr Speaker
3. Mr Amjad Ali, Additional Secretary
4. Mr Abid Ibrar
5. Mr Hidayat Ullah Khan,



MEMORANDUM OF UNDERSTANDING (MOU)

Between

The Scottish Parliament (SP)

and

Provincial Assembly of Khyber Pakhtunkhwa, (KP Assembly), Pakistan

This Memorandum of Understanding has been concluded between the Scottish Parliament and the Provincial Assembly of Khyber Pakhtunkhwa (KP Assembly). Both acknowledge the need to cooperate towards achieving their mutually beneficial goal of serving key decision and policy makers of the country with credible parliamentary services and practices.

Both partner institutions agree that it is of utmost importance to help each other in their efforts towards best understanding of challenges faced by the Members of Parliament and their functionaries and to strategize sharing of knowledge and expertise to enhance the support base available to MPs in the KP Assembly. To support and strengthen the bilateral development and to implement the common goals, both institutions, the Scottish Parliament and the KP Assembly to work together in the following fields of mutual interest:

1. Capacity Building of Members of Parliament and Secretariat officials of KP Assembly through study exchange visits of the Scottish Parliament.
2. Both SP and KP Assembly will mutually in consultation accommodate time slot for exchanges and capacity building exchanges in their annual calendar.
3. Sharing of research data, articles, publications and information between the SP and KP Assembly to complement respective needs of secretariat officials in assisting the parliamentarians, on topics such as legislative drafting, parliamentary research, system of committees and budget scrutiny.
4. Organise educational events, i.e. conferences and seminars on mutually agreed topics.
5. Any other mutually agreed area of cooperation.

This Memorandum of Understanding will be valid for a period of three years, commencing with the date of signing and will be extended yearly with mutual consent. Both parties have the right to cancel their commitment to this Memorandum at any time with 6 months' notice. Changes in the Memorandum have to be made and agreed upon in writing.

Rt Honourable Ken Macintosh, MSP

The Presiding Officer
The Scottish Parliament

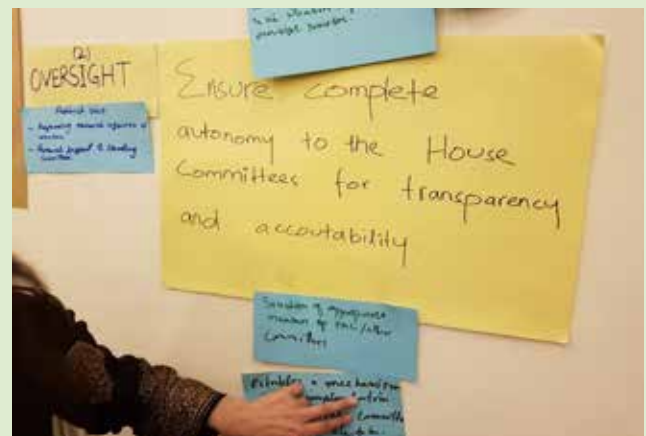
Mr Asad Qaiser, MPA

Honourable Speaker
Khyber Pakhtunkhwa Assembly, Pakistan

Islamabad, _____ month _____ January, 2018

PICTURE GALLERY

Glimpses of Memorable National and International Parliamentary Capacity Building Programs- Provincial Assembly of Khyber Pakhtunkhwa



























Members of Editorial Board

Editor and Survey Design:

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Graphics:

Muhammad Rizwan Manzoor,
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For feedback or contact with publishers contact:
research@pips.gov.pk and atta63uk@yahoo.com

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Ataturk Avenue (Service Road), F-5/2, Islamabad