



PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES  
Dedicated to Parliamentary Excellence

# FUNCTIONS AND EFFECTIVENESS OF PARLIAMENTARY COMMITTEES

Participants' Book



April, 2013



Module 7







PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES  
DEDICATED TO PARLIAMENTARY EXCELLENCE

# FUNCTIONS AND EFFECTIVENESS OF PARLIAMENTARY COMMITTEES



*Participants' Book*

*Module 7*

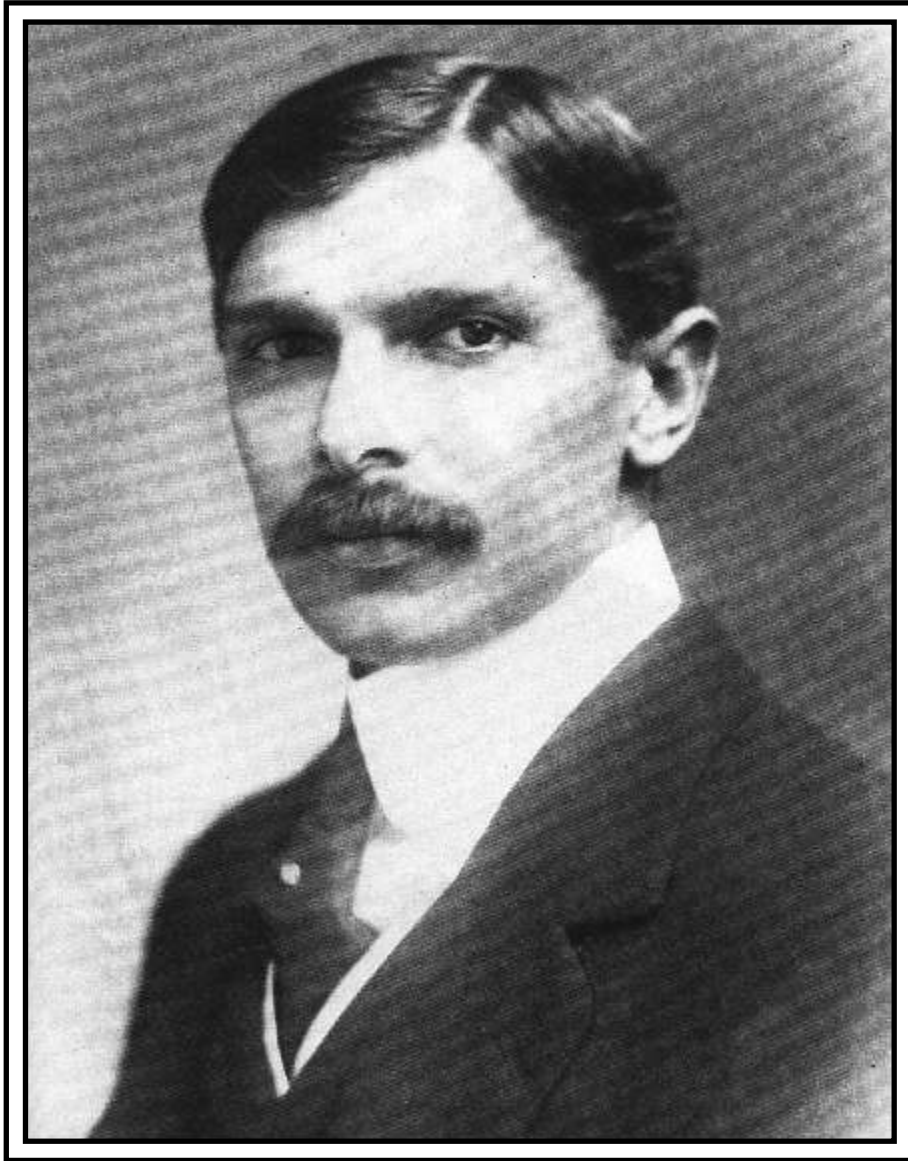
*April 2013*





## PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES

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Work honestly and sincerely and be faithful and loyal to the Pakistan Government. I can assure you that there is nothing greater in this world than your own conscience and, when you appear before God, you can say that you performed your duty with the highest sense of integrity, honesty and with loyalty and faithfulness.

Address to a gathering of the Civil Officers of Balochistan.

Sibi

February 14, 1948



## PIPS TRAINING OF TRAINER SERIES

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President of United States Woodrow Wilson described committees as

*"little legislatures"*

Speaker Reed of the United States described them as

*"the eyes, the ears, the hands and very often the brain of the House".*

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## PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES

### FOREWORD

The Pakistan Institute for Parliamentary Services, PIPS, is a premier research and capacity building institution, which aims to provide an elaborate system of in depth inquiry and analysis. It also organizes capacity building events and policy dialogues to assist parliamentarians from national and provincial legislatures as well as parliamentary functionaries.

An effective committee system provides the core spirit to any functioning parliamentary democracy. It is the Parliament's vital instrument for holding the executive accountable for its actions and for ensuring that it implements policies in accordance with the laws and budget passed by the Parliament. Committees provide a forum for investigation of matters of public importance and give parliamentarians the opportunity to enhance their knowledge of such issues. In short, they are the Parliament's key to ensure that right decisions are being made at the right time and for the right cause. At the same time, committees effectively enhance the democratic process by taking the Parliament to the people and giving them a role in its operations.

We are pleased to share this Participants' Book on Functions and Effectiveness of Parliamentary Committees with the kind readers. The book is aimed at equipping Members and parliamentary functionaries of the National Parliament and the Provincial Assemblies with the essential knowledge and understanding of role and working of parliamentary committees. It would also apprise the parliamentary secretaries and officials working with Committees on important tips of coordination and communication to enable them in conducting effective meetings of committees.

We extend our special thanks to our long-time partner the Konrad-Adenauer Stiftung, a German Foundation who have kindly offered to provide support for publishing the first issue of the Institute's Participants' Book on Functions and Effectiveness of Parliamentary Committees.

Khan Ahmad Goraya  
Executive Director

Islamabad  
Friday, April 12, 2013



## ACKNOWLEDGEMENT

A strong, active committee system is an asset in any functioning parliamentary democracy. A comprehensive system of parliamentary committees provides greater accountability by making the policy and administrative functions of government more open and accountable, giving the people more and better access to parliamentary processes and ensuring Members of Parliament have more involvement in and oversight of decision making. Committees provide a forum for investigation of matters of public importance and give parliamentarians the opportunity to enhance their knowledge of such issues. In short, they allow the Parliament to ensure that the right decisions are being made and at the same time, committees effectively enhance the democratic process by taking the Parliament to the people and giving them a role in its operations.

The Pakistan Institute for Parliamentary Services, has taken it as a priority area for its capacity building agenda for the National Parliament and the provincial assemblies. The initial version “Orientation on Parliamentary Committees” was prepared by Mr. Zane Asher Green, Instructional Design Specialist, referring to the presentations of Mr. Khan Ahmad Goraya, Executive Director, PIPS and Mr. Tony Worthington, former Member of the UK House of Commons. Therefore, initial unpublished version was developed in 2009-10 and tested it by conducting two days orientations for researchers working in the Provincial Assemblies in 2010. The initial version was also translated in Urdu by Prof. Muhammad Akhlaq Khan, one of the members of Institute’s cadre of researchers.

This first 2013 edition, has been conceived and developed by Mr Muhammad Faisal Israr, Senior Research Officer (Strategic Studies/IR), Pakistan Institute for Parliamentary Services and co-edited by Mr. Muhammad Rashid Mafzool Zaka, Institute’s Director Research and I.T. Mr. Muhammad Maqbool Khan, Research Associate (R&A) and Mr. Niaz Muhammad, Administrative Officer, PIPS contributed in the chapter on office correspondence while presentations from Chaudhry Israr Ul Haq, former Deputy Secretary, Planning Commission of Pakistan, and member of the PIPS Training Network, on Minutes Writing Techniques were referred to in preparing the said chapter. The Quaid’s portrait was contributed by Mr. Waqas Ahmad Qureshi, Senior Programme Coordination Officer.

We are grateful to Mr. Qamar Sohail Lodhi, Additional Secretary, Mr. Abdul Majeed Sindhu, Joint Secretary and Mr. Muhammad Mohsin Iqbal, Senior Research Officer, National Assembly of Pakistan, for their invaluable input in procedures pertaining to Parliamentary Committees. We are grateful to the German Foundation, the Konrad-Adenauer-Stiftung, KAS, a close partner of the Institute, for supporting PIPS in publication of this first edition of the Participants’ Book on Functions and Effectiveness of Parliamentary Committees.

We welcome any feedback and suggestions by the participants and readers of the module at: [research@pips.org.pk](mailto:research@pips.org.pk)

**Research and Curriculum Wing**

Pakistan Institute for Parliamentary Services



## ***ABOUT THE AUTHOR***

Mr. Khan Ahmad Goraya is the founding Executive Director of the Pakistan Institute for Parliamentary Services. He has served as Secretary General, National Assembly of Pakistan for around a decade. Apart from official responsibilities in Pakistan, he earned the positions of Vice President of the Association of Secretaries General of Parliaments (ASGP), Regional Secretary of the Commonwealth Parliamentary Association and Secretary General, SAARC Speakers and Parliamentarians Association. He also held position of Vice-Chancellor of a Commonwealth affiliated University of Pakistan from June 2004 till January 2009.

USAID and UNDP actively sought Mr. Goraya's backing from 2003 onwards to launch parliamentary support projects in collaboration with the Government of Pakistan to strengthen the Parliament of Pakistan. He has remained the Chief Technical Advisor of the USAID Pakistan Legislative Strengthening as well as National Consultant, the Government of Pakistan – UNDP Project for Supporting Democratic Electoral Process in Pakistan.

The author's overall experience is spread over four decades and he has a sound academic background with a Law degree and Master degrees in Political Science as well as Defence & Strategic Studies. He has also attended prestigious training courses at Governmental Affairs Institute Washington DC, USA, Training and Research Center Chicago USA, Centre for Development and Population Studies, Washington DC, USA, Pakistan Administrative Staff College, Lahore and National Defence University, Islamabad.

Mr. Khan Ahmad Goraya is a highly sought after international trainer/facilitator in the areas of Committee System, Parliamentary Privileges, Parliamentary Oversight and Questions besides being the pioneer in setting up various training curriculum of the Institute. In October 2011, he was invited as a key note Speaker at the International Conference on Effective Capacity Building Programs for Parliamentarians during the 125<sup>th</sup> IPU-ASGP Assembly at Bern, Switzerland.



## ***GOAL***

This Participants' book is equally beneficial for MPs, officials, parliamentary media and civil society in developing insights of the role and functions that parliamentary committees are expected to perform.

Members of the Parliamentary Committees will understand their Roles and Responsibilities in the performance of their control and oversight of the government and its administrative divisions.

The objective of this Workshop is to equip the Parliamentary Officials/Staff how to support the parliamentary committees in fulfillment of their parliamentary control and oversight of the government and its administrative divisions. This workshop would enable the Participants to understand and enable them to develop tools to undertake proper working of the respective parliamentary committees.

## ***OBJECTIVES***

### **SEVEN GOOD PRACTICES FOR BECOMING AN EFFECTIVE COMMITTEE MEMBER**

The Reader would endeavor to inculcate the seven core values and assist MPs to become an Effective Committee Member by:

1. Being truly committed to the committee.
2. Clearly, understanding each other's roles and responsibilities.
3. Making meetings work.
4. Using consensus building to reach mutually agreed-upon decisions.
5. Demonstrating assertive and effective behaviour.
6. Conducting relevant inquiries and reporting professionally by making effective use of secretariat staff and expertise available.
7. Demonstrating good communication skills.

## ***DURATION***

Three Days





## *Part 1*

# *Parliamentary Committees, Role of Staff and their Effectiveness*



# Chapter 1

## *Parliamentary Committee*

### INTRODUCTION

Parliament, defined in the simplest of terms, is the forum in which the elected representatives of the people meet, plan, deliberate upon and review the government of the State and make laws for the effective and efficient conduct of the State. Over time, the task of government has become more complex. As populations grew, many Parliaments were unable to deal effectively with the number and complexity of issues coming before them. This situation was further exacerbated by the development of strong political party systems.

To enable Parliaments to operate more effectively and give Members access to more detailed information and the capacity to develop expertise on specific matters, small specialist committees were established to investigate specific issues and report back to the larger forum. It is common practice for Westminster - style parliaments to form committees to deal with particular issues that concern the Parliament. For example, it is common to have committees to deal with the internal business of administering parliamentary processes. It is also common to set up committees to assist the Parliament in its tasks of reviewing legislation and scrutinising government activities.

A strong, active committee system is an asset in any functioning parliamentary democracy. A comprehensive system of parliamentary committees provides greater accountability by making the policy and administrative functions of government more open and accountable, giving the people more and better access to parliamentary processes and ensuring Members of Parliament have more involvement in and oversight of decision making. Committees provide a forum for investigation of matters of public importance and give parliamentarians the opportunity to enhance their knowledge of such issues. In short, they allow the Parliament to ensure that the right decisions are being made at the right time and for the right reasons. At the same time, committees effectively enhance the democratic process by taking the Parliament to the people and giving them a role in its operations.

## PARLIAMENTARY COMMITTEE

An individual or group of people to whom authority has been delegated by a larger group to perform a particular function or duty. A part of a legislative body made up of one or more individuals who have been assigned the task of investigating a certain issue and reporting their observations and recommendations to the legislature.

Committees play a large role in the day-to-day work of parliaments and provide an opportunity for Members to use their particular skills and to nurture their individual interests. They allow legislatures to pay closer attention to such matters as the details of Bills or the work of the Executive than would otherwise be possible. The nomenclature, number and functions of Committees must suit the needs and resources available to each parliament. If they are suitably resourced and take their responsibilities seriously, committees can make a very large contribution to the operations of parliament, to greater engagement of society in the business of legislation, and ultimately, to the enhancement of the status and dignity of parliament.

## BRIEF HISTORY

The tradition of consultation, accountability and policy making through a group of advisers, statesmen and leaders is an age old phenomenon of human history. Prophet Muhammad (Peace Be Upon Him) laid the foundation of the State of Medina where the Shura (Parliament) comprising the Companions and statesmen met regularly and dealt with matters pertaining to law making, mutual good of the Ummah (nation) as well as petitions to hold accountable state machinery and public office holders. This became a mandatory practice of Islamic Caliphate which remained the essence of statehood in the era of first four pious Caliphs.

Similarly with the rise of Nation-state the widespread use of parliamentary committees in a number of parliaments is seen as a relatively recent development. The use of parliamentary committees was historically mainly in the United States Congress. Woodrow Wilson, the 28<sup>th</sup> President of the United States, was quoted as saying in 1885 that "Congress in its committee rooms is at work". This is because most of the work of Congress was referred to committees for detailed review to inform debate on the floor of the House.

Today parliamentary committee systems have emerged as a creative way for parliaments to perform their basic functions. They serve as the focal point for legislation and oversight. In a number of parliaments, bills, resolutions, and matters

on specific issues are referred to specific committees for debate and recommendations are made to the house for further debate. Parliamentary committees have emerged as vibrant and central institutions of democratic parliaments of today's world. Parliaments across the globe set up their own rules on how committees are established, the composition, the mandate and how chairpersons are to be selected but they do have certain characteristics in common. They are usually a small group of MPs brought together to critically review issues related to a particular subject matter or to review a specific bill. They are often expected to present their observations and recommendations to the Parliament for the final debate.

Mostly, committees have a multi-party composition. They examine specific matters of policy or government administration or performance. Effective committees have developed a degree of expertise in a given policy area, often through continuing involvement, and stable memberships. This expertise is both recognized and valued by their colleagues. They are both able to represent diversity and reconcile enough differences to sustain recommendations for action. Also, they are important enough so that people inside and outside the legislature seek to influence outcomes by providing information about what they want and what they will accept. Furthermore, they provide a means for a legislative body to consider a wide range of topics in-depth, and to identify politically and technically feasible alternatives.

## **FUNCTIONS AND POWERS OF COMMITTEES**

- Initiating and managing legislation;
- Controlling the executive;
- Drafting legislation;
- Communicating with the executive;
- Representation of their constituencies;
- Investigating policy initiatives yet to be brought for ratification.
- Reviewing and approving the budget and expenditures for the government's policy agenda.

## **BENEFITS OF COMMITTEES**

There are at least six major and distinct benefits of committees:

- Committees provide the Parliament with a greater opportunity to scrutinise the actions of the Executive and the public service through "public scrutiny

committees" such as public accounts committees, public works committees and Estimates committees.

- Committees permit the Parliament to conduct detailed investigations of topics that the Parliament as a whole would otherwise never be able to properly consider. (It is difficult to imagine the whole Parliament inspecting a road, dam or school or sitting and listening to oral submissions from 20 stakeholders!)
- Committees, by calling for submissions, holding public hearings and tabling reports are able to encourage debate on issues and allow members of the public to express their opinion in a direct manner.
- Committees are able to access expert advice (from staff, consultants and submissions from stakeholders), which would not normally be available to private Members.
- Committees afford an opportunity to utilise and develop the skills of private Members. On the one hand, committees allow the Parliament to utilise Members with particular skills and knowledge. On the other hand, Members who serve on committees are likely to develop skills and gain knowledge of issues which they may not otherwise obtain.
- Committees promote bipartisan decision - making.

## **DIFFERENT TYPES OF PARLIAMENTARY COMMITTEES**

### **A. *STANDING COMMITTEES***

Standing committees are permanent committees established pursuant to the Standing Orders, the rules that govern the functions of the parliament. The functions, size and composition of these committees are often clearly indicated in the same Standing Orders/ Rules.

### **B. *AD HOC COMMITTEES***

These are formed for the purpose of reviewing particular policies, bills or groups of bills and then are dissolved when that work is completed.

### **C. *LEGISLATIVE COMMITTEES***

Legislative committees are established to undertake the consideration of legislation. A legislative committee may be created to study a particular bill referred to it or one may be appointed to prepare and bring in a bill. A legislative committee ceases to exist once it has reported to the concerned House.

### **D. *STANDING JOINT COMMITTEE***

Joint committees are composed of members of both the Lower and Upper Houses. Standing joint committees are permanent committees established pursuant to the Standing Orders/ Rules of both the Houses.

#### ***E. SPECIAL COMMITTEES***

Special committees are appointed by the House to carry out specific inquiries, studies or other tasks that the House judges to be of special importance. Each special committee is created by means of an order of reference adopted by the House (in the case of special joint committees, by both Houses).

#### ***F. JOINT COMMITTEES***

Special joint committees are established by orders of reference from both Houses to deal with matters of great public importance. The House that wishes to initiate a special joint committee first adopts a motion to establish it and includes a provision inviting the other House to participate in the proposed committee's work. Once the originating House has been informed of the agreement of the other House, the committee can be organized. A special joint committee ceases to exist when it has presented its final report to both Houses, or at prorogation.

#### ***G. SUBCOMMITTEES COMMITTEES***

Subcommittees are to committees what committees are to the House: the parent body is relieved of a portion of its workload by delegating some part of its mandate or a particular task to a smaller group.

#### ***H. COMMITTEES OF THE WHOLE***

When the entire membership of parliament forms a committee often chaired by the speaker or the deputy speaker to investigate a matter of concern, it is described as a committee of the whole.

### **ROLE OF THE COMMITTEE STAFF IN THE EFFECTIVENESS OF A COMMITTEE**

Appropriate staffing is essential if parliamentary committees are to function effectively. Committees often need different categories of staff if they are to achieve their optimum best. Parliamentary Committees often need staff to assist with procedural issues, administrative matters, assist with drafting bills, and provide expert opinion and analysis on major policy issues. They need clerks, researchers, legislative reporters, legal draftsmen, and other support staff.

Committees are managed by committee clerks/secretaries who give procedural advice to the committee; take minutes of the committee meetings; receive and store documents on behalf of committees; and carry out administrative duties. They also assist in recordkeeping, arranging witnesses, advising members on procedures. In essence the committee clerk/secretary is responsible for coordinating affairs and ensuring that the committee chairperson and members have the needed support to be effective.

Committee staff plays a key role in assisting committee members in recommending new policy. In parliaments where private members' bills are encouraged, parliamentarians inevitably have to rely heavily on the staff for expert knowledge and advice in any new policy they recommend for legislation. Staff also assist committees in monitoring the implementation of legislation that has been passed.

### **OTHER MAJOR ROLES OF COMMITTEE STAFF INCLUDE**

**Research** – Committee research staff are charged with analyzing and preparing research papers, and proposing possible questions for committee members. Research staff also help improve the general efficiency of the legislative process by collecting and analyzing data; they identify problems of relevance for members; suggest alternative course of action; and prepare studies and committee reports on legislation.

**Outreach** – Facilitating and increasing public participation (both men and women) in committee inquiries and soliciting input from members of the general public and from expert witnesses through public hearings, seminars, workshops, forums, and surveys.



## Chapter 2

# Parliamentary Committees in Pakistan

### INTRODUCTION

The prime constitutional functions of any Legislature are to make laws and to oversee how the Executive functions according to those laws. The parliamentary committees provide the settings where both these functions are realized.

The ever-increasing complexity of a Legislature's role has resulted in a corresponding increase in reliance on parliamentary committees. Reliance on the committees is primarily due to increase in demand on the time of elected representatives, which limits the amount of time left for legislative work. Legislative Bills and other important issues, which warrant in-depth discussion are, therefore, referred to the committees. If it were not for the committees of the Parliament, the legislative business transacted by parliaments would be enacted in summary proceedings thereby defeating the objectives of thorough scrutiny and flawless legislation.

The primary role of parliamentary committees is carefully monitoring the operations of the government. They not only ensure more in-depth analysis of the issues involved, they also provide a more congenial climate for interaction between different views and approaches.

The time constraints under which discussions are held in a House of the Parliament are relieved to some extent in a committee. The possibilities of evolving consensus are also far greater. That is why there is almost universal recognition of their role in the fulfillment of the functions of the parliament.

### PRINCIPLE OF ACCOUNTABILITY IN THE CONSTITUTION

The accountability of the Executive to the Parliament is fundamental in the concept of a parliamentary form of government. The Preamble of the Constitution of the Islamic Republic of Pakistan, laying down the basic principles expressly state;

*“And whereas it is the will of the people of Pakistan to establish an order;*

*Wherein the state shall exercise its powers and authority through the chosen representatives of the people”*

The principle of the accountability draws further strength from a substantive provision of the **Constitution** under **Article 91 (6)** which provides;

*“The Cabinet, together with the Ministers of the State shall be collectively responsible to the Senate and the National Assembly.”*

The provision regarding provincial assemblies is contained in **Article 130 (6)** which reads as follows:

*“The Cabinet shall be collectively responsible to the Provincial Assembly...”*

## **RULES OF THE PROCEDURE AND CONDUCT OF BUSINESS – THE SENATE AND THE NATIONAL ASSEMBLY**

Business in the Senate and the National Assembly is regulated by Rules of Procedure and Conduct of Business adopted by each House in pursuance of the provisions contained in Article 67 of the Constitution which provides as follows:

**Article 67 of the Constitution** provides as follows:

- (1) *Subject to the Constitution, a House may make rules for regulating its procedure and the conduct of its business, and shall have power to act notwithstanding any vacancy in the membership thereof, and any proceedings in the House shall not be invalid on the ground that some persons who were not entitled to do so sat, voted or otherwise took part in the proceedings.*
- (2) *Until rules are made under clause (1), the procedure and conduct of business in a House shall be regulated by the rules of procedure made by the President.*

The Committee System in Pakistan today is stronger and more effective than before, in particular after 1992 when the National Assembly adopted its Rules of Procedure and Conduct of Business, which were further amended and improved in 2007 and in 2010. Similarly the Senate of Pakistan In pursuance of clause (2) of Article 67 of the Constitution, the Senate made the Rules of Procedure and Conduct of Business in the Senate, 1988, which remained in force for twenty four years. Due to various amendments made in the Constitution, changed political scenario and experience gained over time, it became imperative to carry out necessary revision of the existing rules including addition of some new rules. The revised rules were unanimously passed by the Senate on 8th March, 2012. The underlying philosophy of the Senate and National Assembly's Committee System has been to fulfill the three-fold role of making laws, supervision of administration and also to pursue its obligations to the

electorate. Rules 158-205 of Senate and Rules 198-245 of National Assembly regulate the working of the committees.

## **TYPES AND FUNCTIONS OF COMMITTEES OF NATIONAL ASSEMBLY**

The Committees of the National Assembly may be classified as "Standing Committees" and "Other Committees."

### ***A. STANDING COMMITTEES***

In addition to two non-Departmental Standing Committees, viz Public Accounts Committee and Committee on Government Assurances; and three Domestic Committees, namely Committee on Rules of Procedure and Privileges, House and Library Committee and Business Advisory Committee; rule 198 provides for a Standing Committee of the Assembly for each Ministry of the Government. All the Standing Committees are permanent responsibility committees and, under rule 200, their members (not more than twenty members) are required to be elected by the Assembly within thirty days after the ascertainment of the Leader of the House.

#### ***1. Committees Corresponding To Ministries***

Presently, in the Assembly one Standing Committee corresponds to each Ministry of the Government. Consisting of not more than 20 members each (17 mostly in vogue- 2008-13 Assembly), these Standing Committees are empowered to view all matters pertaining to ministries/divisions of the Federal Government, if remitted either by the Speaker or the House or upon the will of the Committee. The committees of Pakistan's Parliament can invite or summon any member or any person having a special interest in relation to any matter under consideration of a committee and may hear expert evidence and hold public meetings. (Assembly rule 227). The committee Chairperson can also call for the production of such papers and records as may be required and considered necessary for the discharge of their duties.

Once a committee report is presented in the House, the committee chairperson or any of its members may move that the report be taken into consideration whereupon the Speaker may permit a debate on the motion, not exceeding half-an-hour in duration. After the motion is carried out, the Speaker may allot, as per rule 237(3), one or more days for discussion on the report. In their process of enquiry/investigation, under rule 224, the committees can appoint sub-committees, which are enquiry or fact-finding committees and cease to exist upon completion of the assigned task.

## 2. *Public Accounts Committee*

The principle functions of this Committee are: to examine appropriations of Government expenditure, the annual finance accounts of the Government, the report of the Auditor-General of Pakistan and such other matters as the Minister for Finance may refer to it. It comprises of not more than 23 members. (Rules 202 and 203)

## 3. *Committee on Government Assurances*

The main functions of the Committee on Government Assurances are: to take note of and scrutinize the assurances, promises, commitments and undertakings of the Government given by the Ministers, from time to time, on the floor of the House. Its consists of not more than 16 members. (Rules 210 and 211)

## 4. *Committee on Rules of Procedure and Privileges*

The principle functions of this committee are: to consider matters of procedure and conduct of business in the National Assembly and recommend, such amendments to these rules as may be deemed necessary. It can have not more than 22 members. (Rules 206 and 207)

## 5. *House and Library Committee*

It deals with matters relating to the issue of admission cards to galleries other than the President's Box and the Speaker's Box and such questions relating to the residential accommodation for members and matters pertaining to Library, its Reading Room, Automation and Reference Centre. It comprises of not more than 13 members. The Deputy Speaker is the ex-officio Chairman of this committee. (Rules 208 and 209)

## 6. *Business Advisory Committee*

The main functions of this committee include: to recommend the time that should be allocated for the stage-wise discussion of the Government Bills and other business as the Speaker, in consultation with the Leader of the House, may direct for being referred to it. It consists of not less than 19 members including the Speaker who shall be Chairperson of the Committee. (Rules 212 and 213)

## B. *OTHER COMMITTEES*

The "Other Committees" include 'Select Committees on Bills,' 'Special Committees' appointed and 'Parliamentary Committee' by the Assembly for specific functions.

### 1. *Select Committees on Bills*

These are committees constituted to consider Bills referred to them by the House. These committees consist of the Minister-in-charge of the Ministry to which a Bill

relates, the Chairman of the Standing Committee concerned with the Bill, the member-in-charge, the Minister for Law and Justice and the Minister for Parliamentary Affairs. The other members of the committee shall be elected by the House while referring the Bill to the Committee. A Minister may be elected as the Chairman of the Select Committee. {(Rule 244 (A)}

## 2. *Special Committees*

The Assembly may by motion appoint a Special Committee to carry out functions as may be specified in the motion. The motion also spells out the composition of such committees. {(Rule 244 (B)}

## 3. *Parliamentary Committee*

- a. The Speaker may constitute a Parliamentary Committee in terms of clause (2B) of Article 213 read with Article 218 of the Constitution. The committee shall comprise of fifty percent members from the Treasury Benches and fifty percent from the Opposition Parties, based on their strength in Majlis-e-Shoora (Parliament) to be nominated by the Parliamentary Leaders. Total strength of the Parliamentary Committee shall be twelve members out of which one third shall be from the Senate. The Committee may make rules for regulating its procedure. {(Rule 244 (C)}
- b. In addition after the historic 18<sup>th</sup> Constitutional Amendment in 2010, the Article 175A (8-17) of the Constitution has added another parliamentary committee relating to the appointment of Judges of Supreme Court, High Courts and the Federal Shariat Court. As per the relevant articles an eight member joint parliamentary committee is constituted of 4 members (2 from treasury benches and 2 from opposition benches) from the Senate and 4 members (2 from treasury benches and 2 from opposition benches) from the National Assembly.

## C. *FINANCE COMMITTEE*

In addition to Public Accounts Committee, there is a Finance Committee, constituted under Article 88 of the Constitution, to keep the Senate's and Assembly's expenditure within the authorized appropriations. This Committee of the House consists of the Speaker or, as the case may be, the Chairman, the Minister of Finance and such other members as may be elected thereto by the National Assembly or, as the case may be, the Senate. The Finance Committee may make rules for regulating its procedure.

## D. *FUNCTIONS IN THE LEGISLATIVE PROCESS*

The committees examine and submit reports with suggestions and recommendations on a Bill, subject or matter referred to them by the House or the Speaker, as a prime

function, as per NA Rule 201. When the House has not fixed any time for the presentation of a report, it shall be presented as required by NA Rule 235, within thirty days from the date on which reference was made to it by the Assembly.

### ***E. ORGANIZATION OF COMMITTEE MEETINGS***

The time-table of the business of a Committee and the agenda for each meeting is determined, under NA Rule 239, by the Chairman of the Committee in consultation with the Minister concerned. Under NA Rule 216, each committee elects its own Chairman from amongst its members within thirty days after the election of the Committee. A Minister or a Parliamentary Secretary cannot be elected as Chairman of a Standing Committee. However, in the case of a Special Committee, under NA Rule 244 (B), a Minister can be the Chairman of that Committee.

The committee chairpersons enjoy many privileges. In addition to his/her own vote as a member, the chairman of a committee or chairperson presiding in his/her absence, under NA Rule 223, in the event of equality of votes, has a casting vote. They are also provided with an office and some exclusive staff.

Under NA Rule 217, **the quorum to constitute a sitting of a committee meeting is one-fourth of the total membership of the committee concerned.**

## **TYPES AND FUNCTIONS OF COMMITTEES OF SENATE**

### ***A. STANDING COMMITTEES***

There shall be a Standing Committee of the Senate for each Ministry of the Government and shall include following Functional Committees.

#### ***1. Committees Corresponding To Ministries***

Provided that the Chairman may in consultation with the Minister for Parliamentary Affairs direct that two or more Ministries may be combined for the purpose of a Standing Committee. (Proviso Rule 158)

Provisions relating to Standing Committees to apply to functional committees are covered under Rules 163-166. Each standing committee shall comprise not less than twelve members and not more than fifteen members.

#### ***2. Functional Committee on Government Assurances***

The main functions of the Committee on Government Assurances are: to take note and check the timeliness and effectiveness of the assurances, promises, commitments and undertakings of the Government given by the Ministers, from time to time, on the floor of the House has taken place and report their implementation. (Rules 159)



### 3. *Functional Committee on Problems of Less Developed Areas*

The main functions of the Committee on Problems of Less Developed Areas shall be to promote a balanced development in different areas of the country and to pay special attention to the problems of less-developed areas in order to achieve utilization of resources in the country for greater socio-economic justice. (Rules 160)

### 4. *Committee on Human Rights*

The main functions of the Committee on Human Rights is to review on continuous basis the over-all position of the human rights violations in the country and receive representations of affected entities, identify the problem areas and undertake studies and make recommendations for redressing the human violations including proposal for legislation in that area. (Rules 161)

### 5. *Committee on Rules of Procedure and Privileges*

The principle functions of this committee are: to consider matters of procedure and conduct of business in the Senate and recommend, such amendments to these rules as may be deemed necessary. (Rule 162)

### 6. *House Committee*

There shall be House Committee consisting of not more than six members who shall be elected by the Senate and Deputy Chairman shall be ex-officio Chairman of the committee. It deals with matters relating to the issue of admission cards to galleries other than the President's Box and the Speaker's Box and such questions relating to the residential accommodation for members. (Rules 167 and 168)

### 7. *Library Committee*

Library Committee comprising of four members of the Senate including its Chairman as nominated by the Senate Chairman. It deals with matters pertaining to Library, its Reading Room, Automation and Reference Centre. (Rules 169 and 170)

### 8. *Business Advisory Committee*

The main functions of this committee include: to recommend the time that should be allocated for the stage-wise discussion of the Government Bills and other business as the Chairman may assign it from time to time. The Chairman Senate shall be Chairman of the Committee, who will from time to time nominate other members in consultation with the Leader of the House and Leader of Opposition. (Rules 171 and 172)

**B. OTHER COMMITTEES**

The "Other Committees" include 'Select Committees on Bills,' and 'Special Committees' appointed by the Senate for specific functions.

**4. *Select Committees on Bills***

These are committees constituted to consider Bills referred to them by the House. These committees consist of the Minister-in-charge of the Ministry to which a Bill relates, the Chairman of the Standing Committee concerned with the Bill, the member-in-charge, the Minister for Law and Justice and the Minister for Parliamentary Affairs and for other members, these shall be elected by the House while referring the Bill to the Committee. The Minister-in-charge of the Ministry to which a Bill relates be the Chairman of the Select Committee unless the motion provides otherwise. (Rule 203)

**5. *Special Committees***

The Senate may by motion appoint a Special Committee which shall have composition and will carry out functions as may be specified in the motion. The motion also spells out the composition of such committees. (Rule 204)



## Chapter 3

# Office Correspondence

### INTRODUCTION

Communication is the articulation of sending a message through different media, whether it be verbal or nonverbal, so long as a being transmits a thought provoking idea, gesture, action, etc. It is the process of sharing by which messages produce responses. It is a very important aspect of the human life, since it is the communication that helps human beings to connect with each other as individuals and as independent groups. So here comes the concept of communication styles. Communication styles mean the various styles available to you when you communicate in business.

### FORMS OF OFFICE COMMUNICATION

- Noting on the File
- Memorandum
- Office Memorandum
- Notification
- Office Order
- Letter
- E-mail

### NOTE

#### Definition of a Note

- A note is a statement of facts describing the issue under consideration, suggesting course of action to reach a decision.
- Note is the minutes recorded on the note portion of the file to settle a matter while remaining in the framework of Rules and Regulations.

#### Noting on the File - Definition

A note means an officer's views in writing on a file within a prescribed procedural framework to facilitate the high ups to decide the case under consideration.

### Objective of a Note

A note is written to assist the competent authority to decide a matter easily. It helps the seniors to study the whole picture of a case as portrayed by the junior officers. The decision of the matter is the end point of a note. A well written note leads to correct decision and a badly composed note may lead to confusion, wastage of time and ultimately to a bad or wrong decision.

### Advantages of Noting

- It presents the various aspects of a matter in a clear perspective and bring out pros and cons of the point under consideration.
- It put down the views of the writer in black and white and records the precise reason for adopting a particular course of action considered to be the best out of all possible courses.
- A note is a record of discussion leading to a particular decision. It can be used as precedent for future references.
- Recorded notes help in understanding reasons for a particular decision, and in finding out, at what level the decision was taken.
- Responsibility for a particular decision can be fixed on the bases of recorded note.
- Note enables people who come afterwards to pick up the tasks where others left.
- A note is a historical record and source of information for the coming officials.

### Structure of a Note

A note has three main parts:

- i. **First Part:** It gives the brief introduction of the case under consideration.
- ii. **Second Part:** Main points. Relevant rules, policy of govt. precedents if any.
- iii. **Third Part:** Third part is the conclusion. It may be in the form of a proposal or recommendation or suggestion.

### Qualities of Good Noting

- Paragraphs of a note should be numbered continuously from the beginning onwards.
- It should be temperate, objective and free from personal remarks.
- It should embody all the relevant material about a case concisely, but should not repeat facts, arguments, words and phrases.
- There should be sequence in narration. The points which should be stated in the beginning must be so stated and those which should appear in the end must come at the end. A disjointed statement of facts will confuse the reader.
- The expression should be clear, precise and simple.

- It should be properly documented and referenced.
- All previous papers, precedents, rules and regulations orders, etc. which are relied upon in a note, should, as far as possible, be put up with it, and referenced.

### **Checks and Counter Checks**

- Read the P.U.C. carefully. It will help you to understand the procedure to be adopted for settling a matter.
- Know the facts of the case. Your personal interest in the case will help you to find out any misstatement of facts or data.
- Review the pertinent files, relevant to the case and search out the Rules/ Regulations that are applicable in the case.
- The policy of the Government should also be kept in mind while writing a note.
- Do not forget to mention the misstatement of facts or data if any in your note.
- Review grammar, spelling and punctuation marks of your note before signing it.
- Make sure that the file is properly referenced and flagged before its submission to the higher officer.

### **MEMORANDUM**

This form should be used for correspondence:

- Between the Divisions and Attached Departments and their Subordinate Offices.
- For replying to petitions, applications etc.
- For Appointment etc.
- A Memorandum should be written in third person.
- It bears, No. date & subject.
- It neither bears salutation nor subscription except designation and signature of the officer.
- It begins with the words: Reference application/petition/letter No.....dated .....from.....
- The name of the addressee should appear on the left hand corner of the page.

## Specimen of Memorandum

<b>PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES</b>	
No.F3-2(2010)/PIPS(2)	Islamabad, the 23 <sup>rd</sup> November, 2011
<b>MEMORANDUM</b>	
<b><u>SUBJECT:- INTERVIEW FOR THE POST OF ADDITIONAL DIRECTOR LEGISLATION(OG-III) IN THE PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES (PIPS), ISLAMABAD</u></b>	
<p>Reference your application for the post of Additional Director Legislation (OG-III) in the Pakistan Institute for Parliamentary Services (PIPS), you are requested to appear for interview on 30<sup>th</sup> November, 2011 at 09:00 am in the office of Pakistan Institute for Parliamentary Services (PIPS), Block B &amp; D, Parliament Lodges, Sector G-5/2, Islamabad.</p>	
<p>2. Please bring all academic and experience certificates/degrees, CNIC and domicile in original on the date of interview.</p>	
<p>3. No TA/DA will be paid.</p>	
<p>Mr. Jam Umair Ahmad House No 201, Street No 4, Shahzad Town, Islamabad</p>	<p>(Niaz Muhammad) Administrative Officer Tel: 051-8355901-2</p>

### OFFICE MEMORANDUM

- This form should be used for correspondence between various Divisions.
- For conveying information not an order of Govt. to Attached Deptt./Subordinate Office.
- **It should be written in third person.**
- It bears No. date, subject.
- It neither bears salutation nor subscription, except for signature and designation of the officer signing it.
- The O.M. to be issued under direction from Govt. begins with the words:
- **The undersigned is directed to.....**
- The name of the Division or Attached Department (including, if necessary, the name of the officer) should appear at the bottom on the left hand corner of the page.

### Notification

- This form should be used for notifying Act, Ordinance, President's orders, regulations, rules and orders in the Gazette of Pakistan.
- Appointments, promotions, leave, transfers of Gazetted Officers and other matters which are required to be published in the Gazette of Pakistan.
- Notifications are signed by the designated officer and with blue ink.

- Secretary authorizes the officers for signing the notification.
- Specimen signature of the designated officer signing the Notification is to be sent to PCP.

### Specimen of Notification

<b>PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES</b>		
Islamabad, the 19 <sup>th</sup> March, 2012		
<b><u>NOTIFICATION</u></b>		
<p><b>No.F.13(1)/BoG-2011/PIPS:</b> In continuation of Notification No.1(31)/2009-PLSP, dated 26<sup>th</sup> June, 2009, Mr. Sabir Ali Baloch has been elected as Deputy Chairman Senate on 12<sup>th</sup> March, 2012 in place of Mir Jan Muhammad Khan Jamali vide Senate Secretariat Notification No.F.10(2)/2012-Estt (39), dated 12<sup>th</sup> March, 2012. In pursuance of Section 6(1) (b) of the Pakistan Institute for Parliamentary Services Act, 2008, Mr. Sabir Ali Baloch will hold office of Vice President PIPS Board of Governors for the remaining period</p>		
		Sd/- (Khan Ahmad Goraya) Executive Director
<p>The Manager, Printing Corporation of Pakistan Press, <u>Islamabad</u></p>	<p>() () ()</p>	<p>For publication in Part-II of the Gazette of Pakistan Extraordinary. 30 copies of the Gazette may please be furnished to the Institute.</p>
<p><b>Copy to:-</b>          Mr. Sabir Ali Baloch, Deputy Chairman, Senate of Pakistan.          All Members of the Board of Governors of Pakistan Institute for Parliamentary Services (PIPS).          The Secretary Senate Secretariat, Islamabad.          The Secretary, National Assembly Secretariat, Islamabad</p>		
		(Sharafat Hussain Niazi) Additional Director (HR)

### OFFICE ORDER

This form is used for conveying instructions to be followed in an office and for notifying (not in the gazette) appointments, promotions, leave etc. of the non-gazetted staff.

## Specimen of Office Order

<b><u>PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES</u></b>	
F.1(1)/2011-Admin/PIPS	Islamabad, the 19 <sup>th</sup> July, 2012
<b><u>OFFICE ORDER</u></b>	
<p>It is to inform that the present timing of the Pakistan Institute for Parliamentary Services is from 08:00 am to 04:00 pm. However, during the month of Holy Ramzan, it will be from 08:00 am to 02:00 pm except Friday (08:00 am to 01:00 pm). The Parliamentarians' Resource Center (PRC) will observe Ramzan timing from 08:00 am to 06:00 pm sharply.</p>	
<p>2. In pursuance of the approval of Competent Authority, all staff members are requested to kindly ensure their attendance during office timings. It is further informed that all staff members may kindly mark their attendance in the register placed at reception. However, after 08:30 am the register will be shifted to the room of the Administrative Officer.</p>	
<p>Sd/- (Niaz Muhammad) Administrative Officer</p>	
<p><b>DISTRIBUTION:</b> All Officers/Staff members of the Pakistan Institute for Parliamentary Services. The Manager, Parliamentarians' Resource Center. Office Order File Notice Board</p>	

## Comparison of Memorandum and Office Memorandum

Memorandum	Office Memorandum
- No salutation and No subscription	- No salutation and No subscription
- Third person form	- Third person form
- Reference his application	- The u/s is directed
- Use between Divisions and its Attached Departments/ Subordinate Offices	- Normally use between different Divisions of the Federal Government

## LETTER

- A written or printed communication directed to a person or organization.
- A business letter is a **letter** written in formal language, usually used when writing from one business organization to another, or for correspondence between such organizations and their customers, clients and other external parties. The overall style of letter will depend on the relationship between the parties concerned. There are many reasons to write a business letter.



## Specimen of Letter

<u>ON LETTERHEAD</u>	
<u>Ref. L&amp;T- 0003/2012</u>	Islamabad, September 13, 2012
<b>Subject: <u>Nomination of Participants for the PIPS National Parliamentary Workshop on Legislative Drafting for Parliamentarians</u></b>	
Dear Mr. Secretary,	
<p>As you may be kindly aware that the Pakistan Institute for Parliamentary Services (PIPS) has commenced its functions in the new premises where it provides for legislative, capacity building, research and outreach services to Honourable Parliamentarians as well as staff of National Parliament and Provincial Assemblies.</p>	
<p>2 In this context, a three day National Parliamentary Workshop on Legislative Drafting for Parliamentarians is being organized at PIPS, Ataturk Avenue (Service Road) F-5/2, Islamabad from Tuesday, September 25, 2012 to Thursday, September 27, 2012.</p>	
<p>3 The workshop is aimed at equipping Members of the National Parliament and the Provincial Assemblies, with the concept of legislative drafting and to develop essential skills required to comprehend the semantics of bill procedure and the various steps involved. It would also enable them to effectively contribute towards relevant legislative needs of the parliamentary institutions. Further it would apprise the parliamentarians about important constitutional provisions on legislative process as well as a modern model to assess, evaluate and improve a bill under discussion. This workshop will also provide a platform to the parliamentarians for sharing their knowledge and ideas regarding various parliamentary functions.</p>	
<p>4 You are requested to kindly furnish nominations of four Honourable Senators to participate in the said workshop. The session plan of the workshop will be forwarded to the participants as soon as we receive their nominations from your good offices.</p>	
Best Regards,	Yours Sincerely,
	<b>Khan Ahmad Goraya</b> Executive Director
<p>Mr. Iftikhar Ullah Babar Secretary The Senate of Pakistan Islamabad</p>	
Copy to: P.S.O. to the Honourable Chairman, The Senate of Pakistan.	

**E-MAIL**

- Electronic mail is a form of written correspondence; it is simply correspondence in a non-paper medium. The style of electronic mail differs slightly from that of paper in order to accommodate it as a medium.
- Electronic mail, commonly referred to as email or e-mail, is a method of

exchanging digital messages from an author to one or more recipients. Modern email operates across the Internet or other computer networks. Today's email systems are based on a store-and-forward model. Email servers accept, forward, deliver and store messages. Neither the users nor their computers are required to be online simultaneously; they need connect only briefly, typically to an email server, for as long as it takes to send or receive messages.

### Specimen of E-mail

#### National Parliamentary Workshop on Legislative Research

The Pakistan Institute for Parliamentary Services (PIPS) is a premier institution created to provide quality research and capacity building services for parliamentarians and parliamentary functionaries.

The Pakistan Institute for Parliamentary Services (PIPS) is organizing a three day National Parliamentary Workshop on the legislative Research for Researcher of Senate, National Assembly and Provincial Assemblies. The workshop will be held with the help of Konrad-Adenauer-Stiftung (KAS) with the following objectives:

- Understanding the concept and types of legislative research, role of legislative research, Research methods and design, data analysis techniques, bill scrutiny and analysis.
- Enable Parliamentarians how to seek research on a specific topic as well as equip them to understand, scrutinize and analyze different legislations and researches.

With reference to our telephonic conversation as of today, as desired by your kind self the details of your sessions to be delivered are stated below for your information:

Proposed Date: Third week of November 2012  
 Proposed Venue: Pakistan Institute for Parliamentary Services (PIPS)  
 Address: Ataturk Avenue (Service Road) F-5/2, Islamabad  
 Topics to be Covered: **Session-1: (9: 30 – 10: 45 AM)**

- Research Methodology
- Theories and hypothesis making
- Steps of research (Qualitative)

#### **Session-11: (11:00- 12:45 PM)**

- Sources (How to access credible data/ where to find accurate researches of social science, Pol. Science & law)

Audience: Grade 17-20 Officers and Staff of the Research Wing of Senate, National Assembly and Provincial Assemblies

PIPS acknowledge your expertise and knowledge in the field of research and we believe your session would provide an invaluable insight to the participants.

The detailed Sessions Plan would be send once it is finalised. We would also be offering an honorarium for conducting the two sessions.

We would need your confirmation and a brief profile to be put in the Training Folder of the participants. Also kindly mention appropriate date (in 3<sup>rd</sup> week November 12 to 16) that you would like your session to be held.

Please feel free to contact for any queries.

Best Regards,

Maqbool Wazir

Additional Director (R)

Pakistan Institute for Parliamentary Services (PIPS)



## *Chapter 4*

# *Minutes Writing Techniques*

### **PREPARATION OF WORKING PAPERS**

#### **A. INTRODUCTION**

##### **Why Meetings**

- Taking decisions
- Discussions across the table (as correspondence becomes a prolonged process and is not suitable in complicated cases)
- All the points of views are discussed; and recommendations and decisions taken after consensus is reached.

#### **B. PREPARATION OF WORKING PAPERS FOR MEETINGS**

##### **Need for a Working Paper**

- A working paper is prepared and circulated to the participants/concerned organizations well in time to make a meeting Meaningful and productive.
  - Sent alongwith the invitation and agenda
  - In sensitive cases it is only given at time of meeting.

### **RECORDING OF MINUTES**

#### **A. OBJECTIVES OF THE MINUTES OF THE MEETING**

- To preserve record of the meeting.
- To implement the decisions taken in the meeting.

#### **B. RECORDING OF MINUTES OF MEETING**

Para-59 of the Secretariat Instructions lays down that “All meetings shall be business-like. Brief minutes shall be recorded, mentioning only the salient points considered and decisions taken. Individual views/points should not be recorded except on request”. Recording of individual points of views may be necessary only when there are any differences of opinion. If there is consensus of opinion individual view point is not recorded.

#### **C. THE TECHNIQUES OF MINUTE WRITING**

1. Mention the date, time and place of the meeting.
2. Mention as to who presided over the meeting.

3. What was the agenda (Attach a copy).
4. Mention the names of members/participants. (If the number of participants is quite large as in the case of C.D.W.P. meetings their list may be attached).
5. Consideration of the minutes of the previous meetings, if any, and mentioning of the fact that those minutes were approved or not and (This happens in the case of periodical meetings of the Boards of Directors or General Body meeting etc., of Government-owned companies/corporations such as PIA, OGDC and PIDC).
6. Describe the initial/introductory remarks of the Chairpersons explaining the points of issue.
7. Important points of ensuring discussions may be recorded. Individual views may be mentioned only in case of difference of opinion or on request.
8. Mention the decisions/recommendations on various items of the agenda (Mention any resolution passed at the meeting).
9. The decisions may be listed in order of importance/priority. Indicate the organization made responsible for implementing different decisions.
10. State closing of the meeting (Sometimes with a vote of thanks to and from the chair).
11. The minutes should be drafted immediately after the meeting is over preferably within 24 hours when the discussions of the meeting are fresh in mind.
12. The draft minutes are submitted to the Chairperson for approval.
13. Approved minutes are then sent to all participants for information/implementation of decisions.
14. Some time, draft minutes are circulated to the participants in complicated cases to avoid any possible objection or difference of opinion before these are finally issued.

## PROCEEDINGS OF MEETINGS

### A. CIRCULAR FOR CALLING A MEETING

- A Section Officer works as Secretary of the meeting. He issues a circular for the meeting along with a working paper, if any, on the approval of the senior officers one or two days before the meeting.
- A circular can be issue in any of normal communication, such as office memorandum, official letter, and demi-official letter and note depending on the situation and the importance of the meeting.
  - To call a meeting within Ministry, a circular will be issued in a u.o.form.

- To call the meeting of Ministries/Division, O.M./ or D.O. Letter will be used.
- For calling the meeting of the provinces etc. The circular will be issued in the form of official or D. O. Letter.

**B. *NOTING OF MINUTES***

The Secretary must note down the important decisions reached in the meeting. He should also keep in mind the details of the decisions taken in the meeting so as to write correct minutes of the meeting.

**C. *WRITING OF THE MINUTES***

Minutes of the meeting should be written after the meeting as soon as possible while the matters discussed are fresh in mind.

**D. *APPROVAL OF THE MINUTES***

- The Secretary should get the minutes typed and submit the same to senior officers for approved.
- He should keep a copy of the minutes with himself so that in case of misplacement of the minutes at higher level he may not have to rewrite the minutes.

**E. *ISSUANCE OF THE MINUTES***

After the approval of the minutes by chairman or the secretary of the Ministry/Division as the case may be, the minutes should be circulated to all who have attended the meeting. If any mistake is pointed out in the minutes by anybody, the same should be amended accordingly with approval of the chairman.

## Chapter 5

# *Procedural and Administrative Support*

### INTRODUCTION

Committee level meetings form one of the major fora where parliamentary work takes place. It is at the committee level where members of parliament deliberate on issues, debate and (dis) agree on bills and policy decisions yet to be implemented. Once the committee has taken a major decision on, for instance, a bill or a major executive policy the whole floor of the House or Assembly is now ready to give its assent or otherwise. Given that the whole House or Assembly, in most instances, have so much on their plate or little time to debate issues it tacitly goes with the position taken at the committee level. It is therefore obvious that the work carried out at the committee level is very important in the work of parliamentary democracy. At the committee level a team of support staff assists in its work and these follow some already established administrative and procedural rules and regulations.

### TYPES AND NATURE OF ADMINISTRATIVE SUPPORT

Several types of administrative support are required to ensure the smooth operation of parliamentary committees.

- **Supporting activities**
  - Support the chairperson, members during **debates & deliberations**;
  - **Information flow** to committee chairperson, members, house; to and from government, ministries, departments and agencies;
- **Specifically these may include:**
  - **Listing & prioritizing** committee activities;
  - Drawing up **agenda & notices** of meetings with chairpersons;
  - providing similar support to subcommittees appointed by the committee
- **Support to members particularly regarding information flow include:**
  - Registration of committee members and alternate members, recording, attendance and noting co-opted members;
  - Ensuring that papers referred to the committee are distributed to members;

- Liaising with government departments, ministries, legal advisors and the general public;
- Supporting fact-finding missions, oversight missions and public hearings;
- Drafting and circulating **minutes** of meetings;
- Assisting in preparing committee **reports**;
- Drafting **press releases**;
- Publishing committee **reports**;
- Ensuring the implementation of decisions taken by the committee;
- Preparing Order Paper entries in respect of Bills and papers referred to the committee.

## REQUIREMENTS FOR PERFORMING EFFECTIVE ADMINISTRATIVE FUNCTIONS

Administrative support to parliamentary committees can prove to be a challenging task. In some instances it may include some of the most difficult tasks a committee staff must perform, and thus require sound skills and competencies.

- Accurate and speedy processing of papers and production of reports;
- Paying attention to detail, ensuring the accuracy of the work done with a high standard;
- **Proactive** in providing needed information and support at the right time to ensure that the committee' interactions with the
- legislature are correct and timely
- **Strong** organizational and administrative skills.
- Ability to capture information from convoluted discussions at committee meetings
- Expertise to prepare committee reports. This requires:
  - Full attention
  - An understanding of what occurs during meetings
  - Good language and writing skills
- Understand committee tasks;
- Understand rules & procedures of parliament as they apply to the committee;
- Be familiar with the resources available.

## NATURE OF PARLIAMENTARY PROCEDURE

Parliamentary procedure refers to the application of the relevant statutory and other rules that regulate and facilitate the functioning of a legislature and its committees

regarding: the powers and functions of a committee vis-à-vis the legislature, the public and the executive; the powers and functions of committee chairs and other members of the committee; and the handling of committee papers or vast number of other issues.

Procedural issues often crop up in situations of political tension and are seldom straightforward, requiring interpretation rather than the straightforward application of rules and practices. In applying legislative rules and conventions to the particular situations, the object should be to take the work of the committee forward while leaving no party with cause for grievance. It is important for the staff to bear in mind at all times that staff loyalty should lie with the institution and the political process in the broader sense, rather than with any particular interest.

Procedural support may come by in the form of practical assistance. For instance, in decision-making procedures, or proactive or reactive oral or written advice support staff may need to know how to interpret the rules and conventions to assist the committee. Advice may be provided to the committee as a whole, the chairperson or individual members. The committee staff may also advise public officials and members of the public on matters relating to the committee especially if they are required to appear before the committee, by providing with guidelines for witnesses and for individuals giving oral or written evidence.

A vital aspect of good procedural support is the capacity to anticipate problems. It is much easier to deal with a problem when one has studied the relevant rules and discussed the issue with one's seniors in advance, than when one is confronted with it for the first time in the heat of a difficult meeting.

## PROCEDURAL ISSUES

Procedural parliamentary issues with which committee staff should be conversant are many. They include:

- The process for electing chairpersons; procedures for decisions and voting;
- The appropriate procedures relating to membership – alternates and co-opted members;
- Appropriate procedures during voting;
- Chairperson's functions and powers;
- Legislative processes;
- Committee's mandate, functions and powers;
- The methods/ processes for executive accountability the formation of a quorum.

- Procedure and processes for gathering evidence & for calling of witnesses, the rights of witnesses;
- Committee interaction with the public, in particular rights of witnesses;
- Correct processing of papers; status of papers before the committee;
- Procedures for effective conduct of the affairs of the committee.

## **PROVIDING SOUND PROCEDURAL ADVICE AND GUIDANCE TO COMMITTEES**

- Sound grasp of the constitution, in particular those provisions relating to the legislature;
- Sound knowledge of the rules of the legislature, and a grasp of the principles involved, in particular the rules applying to committees (understanding the principles necessarily requires experience);
- Thorough understanding, not only of committee procedures and conventions, but of our political system and the place in that system of the legislature and its committees;
- A firm grasp of the basis on which to provide non-political advice in a political environment;
- Understanding of the political dynamics within and outside the committee;
- Considerable experience – it is difficult to gain such experience outside of the legislative context;
- A study of the constitutional rules framework within which the committee functions and with that as a basis, acquire experience first hand of how the political process within the committee functions within this framework;
- Senior experienced staff can be a valuable source of wisdom and solutions. While new problems and situations are always cropping up, it is likely that similar situations have occurred before and have had to be solved;
- Reference books on parliamentary procedures are extremely useful, provided one bears in mind that all legislatures are different.

## **TERMS OF REFERENCE OF THE SECRETARY TO COMMITTEE**

- Researches into matters of parliamentary practice and procedure.
- Performs as Assistant Secretary to Parliamentary Committees.
- Ensures that all witnesses summoned before Committees are sent copies of his/her evidence.

- Confirms the details of verbatim transcripts of the proceeding of Committee meetings.
- Takes minutes of Committee meetings.
- Ensures that a record of the attendance of members at meetings is maintained.
- Drafts minutes of Committee meetings.
- Serves at the Table of the House of Representatives or the Senate.
- Keeps records of all changes in parliamentary procedures locally and keeps abreast of procedural developments in other jurisdictions.
- Maintains a record of the attendance of Members at sittings of the House of Representatives or the Senate.
- Maintains a record of papers laid in the House of Representatives or the Senate.
- Coordinates the distribution of the Order Paper.
- Maintains records of the House of Representatives or Senate Bills and Motions.
- Assists in planning and coordinating parliamentary conferences and seminars hosted by the Parliament.
- Interprets, synthesises and evaluates information from a wide range of sources and perspectives in producing research papers for use of Parliamentarians at seminars and conferences both regionally and internationally.
- Performs protocol duties to visiting dignitaries of Commonwealth Parliaments.
- Prepares informational booklets on parliamentary practices and procedures and on the functions of parliamentary committee.
- Performs other related duties as may be requested.
- Reference books on parliamentary procedures are extremely useful.
- Basic knowledge of parliamentary practices and procedures.
- Basic understanding of the Constitutional provisions related to the Parliament.
- Knowledgeable about the various systems of representative government and of the basic tenets of parliamentary democracy.
- A sound knowledge of current affairs.
- Ability to take notes at meetings and to prepare minutes of proceedings.
- Sound oral and written communication skills.
- Ability to maintain confidentiality at all times.
- Ability to develop and maintain effective working relationships with Members of Parliament, fellow employees and the Public.
- Sound knowledge of Microsoft Word, Outlook, Excel and Access.



## *Part 2*

### *How to Become an Effective Committee Member*



## Chapter 1

### *Being Truly Committed to the Committee*

- Learn everything you can about your committee. Some of the important questions that need to be answered in this regard are:
  - What is the mission and purpose of the committee?
  - What is its role?
  - What value does it provide to the House and the society?
  - What are the factors that promote committee effectiveness?
  - Who are the critical stakeholders (both inside and outside the committee)?
  - What are their interests and expectations?
- Devote sufficient time to the committee.
- Serve as an Ambassador by promoting your committee's mission and goals in your workplace, constituency, etc.
- Work towards achieving the committee's VISION
- Be solution-oriented
  - Believe that every problem has a solution.
  - Be prepared to be a self-starter and take initiative when a challenge presents itself.
  - Resolve problems without losing control over your emotions.
  - Try to visualize the outcome and possible consequences before making a decision.
  - See possibilities within the seemingly impossible.
- Be motivated and determined
  - Be enthusiastic about the role of the committee.
  - Complete projects / assignments that you have started.
  - Don't be discouraged when someone criticizes your work.
  - Always reward yourself after completing a task.
  - Don't let anything or anyone stop you when you get into the groove of doing something.
- Build a team spirit
  - Believe that teamwork can help a committee achieve far more than any member can alone. So, be aware of the committee's potential as a one-synergistic unit.

- Work towards the committee's overall goals and its yearly work plan. This is your team's common purpose.
- Learn from and work with others.
- Remember, each member has his /her role to play.
- Recognize the unique skills and talents each member brings to the committee.
- Know what your committee can do and what it cannot.
- Be perceptive to the needs and ambitions of others. So, support and encourage one another and try to adapt yourself.
- Adhere to the commonly accepted norms of behaviour.
- Ensure your duties are linked to the overall work plan of the committee.
- Always help, guide, support or train new members so that they can be smoothly integrated into committee operations.
- Develop a Can-do Attitude
  - Understand that challenged attitudes are the greatest impediments to committee effectiveness.
  - Understand the impact of these behavioural attitudes on committee effectiveness:
    - Positive Thinking
    - Gratitude and Appreciation
    - Open Mindedness
    - Change
    - Optimism
    - Contentment
    - Patience
    - Humility

## Chapter 2

# Understanding Respective Roles and Responsibilities

## COMMITTEE MEMBERS

### A. *PERFORM BASIC FUNCTIONS*

- Report to the committee chair.
- Actively participate in the work of the committee and towards fulfilling its goals.
- Provide thoughtful input to the deliberations of the committee.
- Focus on the best interests of the committee rather than on personal interests.

### B. *UNDERSTAND YOUR GENERAL DUTIES*

- Review all relevant material before committee meetings.
- Make contributions and voice objective opinions on issues.
- Attend committee meetings.
- Respond to communications from the chair.
- Carry out individual assignments requested by the committee chair.

### C. *UNDERSTAND YOUR RIGHTS AND EXERCISE YOUR POWERS*

- Learn the Rules of the House
  - Clearly, understand the Constitution and the Assembly rules.
  - Turn to procedure and use the rules of the House to your advantage when compromise is not possible.
- Follow Parliamentary Etiquette.

### D. *STAY INFORMED AND BE KEEN ON LEARNING*

- Learn skills related to negotiation and compromise in dealing with colleagues in your party as well as in the opposition.
- Visit the Library regularly and take research seriously.
- Ensure speeches and other public remarks are factually correct.
- Never stop seeking opportunities outside politics to learn new ideas.
- Do not hesitate to consult the Speaker when you face serious issues within your own party. Speakers are generally experienced parliamentarians who can offer sage counsel on a variety of political challenges.

***E. CHOOSE A FEW ISSUES AND SPECIALIZE***

- Focus on two issues at the most – one familiar and one completely new - and stick with them.
- Spend time listening, learning and looking for ways to contribute to the House and the political process.
- Use committees both to impact and to gain knowledge on the chosen issues, without extending committee work.

***F. AVOID BECOMING TOO KEEN ON MEDIA COVERAGE***

- Resist the temptation of doing something outrageous despite what the media, critics or people from other political parties might say about you or your party.

***G. MAINTAIN YOUR DIGNITY***

- Refrain from inappropriate behaviour: defaming others, shouting, rude gestures, rule violation and playing up to the press gallery.
- Develop your reputation by being:
  - Good, honest parliamentarians;
  - Good Constituency MPs; and
  - Actively involved in your party.

***H. ESTABLISH A GOOD NETWORK***

- Be well connected to the:
  - Citizens;
  - Executive;
  - Other Parliamentarians; and
  - Consultants / Specialists who can advice you well.

***I. MANAGE TIME WELL***

- Strive for Punctuality.
- Set your personal and work-related Priorities.
- Translate your Priorities into concrete goals.
- Identify Deadlines.
- Don't Procrastinate.
- Avoid Interruptions (phone calls, drops ins, etc.).
- Learn to say No with courtesy and conviction.
- Know how to multi-task and use your time productively.
- Schedule your toughest work during your most productive hours.
- Work smarter, not harder.

## COMMITTEE CHAIR ROLE

### *A. BE A ROLE MODEL TO ALL COMMITTEE MEMBERS*

- Inspire committee members by your professionalism, fair attitude and competence.
- Ensure tasks are understood and accomplished on time.
- Know how to delegate.
- Go out of your way to cooperate, empower committee members, and share responsibility for executing committee tasks.
- Do your share of the work like all other committee members, as you are also a committee member.
- Be prepared to work with any committee member who needs assistance. Do this from the perspective of a helper.
- Always share credit for committee successes with the entire committee.
- Never blame an individual when something goes wrong. Look at the committee's processes and work with committee members to learn from experience and improve processes so that similar mistakes are less likely to be repeated.
- Set an example by:
  - Taking charge whenever required;
  - Displaying abounding confidence in all tasks;
  - Displaying sincerity, integrity and candour in all your actions; and
  - Accepting responsibility for your actions.

### *B. PROVIDE VISION TO INSPIRE COMMITTEE MEMBERS*

- Have a clear and believable Vision of the future to push committee members to go beyond ordinary performance and achieve a level of excellence.
- Formulate a committee vision that:
  - Clarifies direction and purpose;
  - Attracts commitment and energizes committee members;
  - Establishes measurable standards of excellence to serve as performance benchmarks and keep everyone motivated and inspired;
  - Is consistent with the values and culture of the committee; and
  - Is ambitious and allows committee members to do something challenging they haven't done before.
- Formulate the committee vision by:
  - Using all the information about your committee as a foundation;

- Involving the major stakeholders into the visioning process; ○ Welcoming new ideas from all committee members; and
- Keeping an open mind and exploring different options.
- Ensure the vision is well articulated and clearly understood by everyone involved.
- Know how to share and communicate the Vision to all members.
- Provide regular feedback on the committee's progress towards achieving the Vision.

### C. BECOME A RESOURCE TO SOLVE PROBLEMS

- Help committee members and the committee as a whole solve problems for themselves. Don't indulge in "spoon feeding" - just put them on the right path to discover their own solutions / answers. Some problems a committee might confront include the following:
  - *Something happens that committee members don't anticipate:* You can call a meeting, explain the problem, and lead a brainstorming session to show ways to fix the problem.
  - *A committee member is stuck on some task:* You can ask questions that will lead the member to consider the issue more fully. You can get others involved to help or can share personal experiences in similar circumstances that the committee member can use. In each case, you are not necessarily solving the problem, but providing a direction so that the committee member can solve it.
- Try to be a source of innovative problem-solving ideas for the committee members. Show creativity by thinking of new and better goals, ideas, and solutions to problems. For instance:
  - How to write a good proposal;
  - How to seek help from experts;
  - How to examine specific issues or formulate a research design; ○ How to effectively allocate available resources;
  - How to arrange funds to hire subject specialists;
  - How to peacefully co-exist with members of the opposition party; or
  - How to approach a particular problem...

### D. ACT AS A LIAISON

- Coordinate with other committees, committee chairs and the House.
- Make policy recommendations to the House, where appropriate.
- Keep the House informed of progress or problems.



- Arrange the necessary resources for the committee from other committees or sources.
- Help the committee put up cases to access documents of a sensitive nature.
- Serve as a link between leaders, ministers, media, public, etc.

#### ***E. FACILITATE OPEN COMMUNICATION***

- Speak for and represent your committee.
- Communicate openly and honestly to encourage the same among all committee members.
- Carefully consider the communication needs of committee members, the House, leaders, ministers, media, public, etc.
- Be a source of information. Know how to get the required information.
- Have sound knowledge of the committee's work.
- Convey the right information on time:
  - Give clear instructions. Speak clearly and succinctly.
  - Stay responsive to questions and suggestions.
  - Keep members and concerned parties well informed.
- Explain and enforce rules and procedures, when necessary.
- Be a good listener and accept the views of all committee members.

#### ***F. REFLECT A PARENT IMAGE***

- Know each committee member and look out for his or her wellbeing.
- Understand that committee members need to belong and contribute to the committee. Therefore, they want to be understood, valued, informed, buffered and protected.
- Be a kind, caring, respected and fair person who serves as mediator and judge.
- Teach committee members how to go about things; what constitutes success or what the rules of the game are. Train committee members in various skills or set up training sessions with other committee members or outside trainers.

## COMMITTEE CHAIR RESPONSIBILITIES

### A. *GUIDE THE COMMITTEE IN ITS WORK*

- Set SMARTER (Specific, Measurable, Achievable, Realistic, Timely, Encouraging and Rewarding) goals.
- Develop a work plan for the year.
- Approve reports of committee meetings before their distribution.
- Report to the committee on decisions of the House that affect the committee's work or activities.
- Formulate the committee's vision with committee members and stakeholders
- Make recommendations regarding future objectives for the committee, and the broader interests of the society.

### B. *UNDERTAKE SPECIFIC PROCEDURAL DUTIES*

- Make early contact with committee members.
- Send a welcome/orientation letter or email.
- Provide the committee with its charges and goals, in the context of strategic planning.
- Provide a draft calendar of planned meeting dates or calls.
- Review prior accomplishments of the committee so that the work to be done can be put into context.
- Attend and preside over all meetings.
- Accept and support the committee's charge and objectives for the year.
- Plan committee meetings and agenda with staff.
- Maintain records and relevant information on committee work.
- Evaluate committee efforts and communicate accomplishments to the committee and the House.
- Form subcommittees when necessary to achieve the work of the committee.
- Respond in a timely manner to queries from committee members.
- Prepare progress reports for the House.

### C. *SET THE MEETING AGENDA*

- Provide an agenda sheet with beginning and ending times for the meeting and the agenda of topics to be discussed or acted on.
- Carefully look at the sequence of items. Start the meeting with topics that will unify the committee; this sets the stage for working together. Early in the meeting is a good time to discuss difficult topics when participants have energy and clear heads.

- End the meeting with topics that are likely to produce a positive result, as people like to leave meetings feeling that they are part of a productive team.
- Make every effort not to have an agenda with too many items. Provide sufficient but not too much time for each topic. A good approach is to show key times on the agenda, such as breaks and lunch. Having these "markers" lets members know the general pace of discussion the chair anticipates for the meeting.
- Provide written background information for each agenda item as appropriate.
- Identify the person who is presenting or responsible for each item if different from the chair.

## *Chapter 3*

# *Making Meetings Work*

### **PRE MEETING PREPARATION**

- Announce the meeting well in advance to allow everyone time to adequately prepare for the upcoming task.
- Prepare and distribute the agenda and any background material at least several days before the meeting.
- Schedule meeting room and arrange for equipment and refreshments.

### **WHAT IS EXPECTED OF COMMITTEE MEMBERS DURING THE MEETING**

- Display a higher level of professionalism by arriving on time.
- Stay on the agenda and subject. Don't waste time by discussing trivia.
- Manage the use of time. Committees time can be very costly.
- Limit or avoid side conversations and distractions. Your input is too valuable to be shared only amongst a select few within the committee.
- Participate in the discussion. Be open-minded and receptive to ideas and opinions.
- Ask questions to assure understanding.
- Clarify action(s) to be taken. It is best to repeat and paraphrase any action that you need to take. This way there is no misunderstanding as to what is expected of you upon your departure.
- Take notes. Don't rely on you memory.

### **THE COMMITTEE CHAIR'S ROLE DURING THE MEETING**

- Communicate the purpose of the committee and each meeting to all committee members.
- Identify what the committee is empowered to do.
- Start and end meetings on time.
- Publish and distribute an agenda before the meeting. It is often useful to have the agenda with time lines on an easily viewed flip chart or the like. As one works through the items, they can be checked off showing progress. This helps keep things on schedule.
- Distribute information to committee members. Example: the committee's budget, rules of procedure, financial information, the committee's mission or area of responsibility.

- Conduct "progress" and "process" checks with committee members between meetings.
- Be a facilitator of meetings; don't dominate them.
- Guide, mediate, probe, and stimulate discussions. Let others generate and debate ideas.
- Encourage a clash of ideas, but not of personalities. Good decisions are made when committees examine all sides of an issue, but prevent members from making the debate personal.
- Prevent one-sided discussions. Try to let everyone speak before giving members a second chance to have their say.
- Deal with inappropriate behaviours. Don't let a person who is blocking constructive discussion ruin the committee meeting for everyone else. Strategies for dealing with this behaviour include confronting the person privately in a caring manner, pointing out the effects of the behaviour, and suggesting alternative behaviours.
- Keep discussions on track; periodically restate the issue and the goal of the discussion. Feel free to redirect the group back to the topic at hand.
- Monitor participation; control talkative members and encourage the contributions of silent members. At times, one may need to specifically call on silent members to solicit their input. If necessary, put a time limit on the debate.
- Be sensitive to the feelings of members. Look for visual and verbal cues to determine if a member is not happy with the discussion, and then actively manage the situation.
- Consider calling on the least senior members first to express their views; discussions tend to "close down" after senior members express strong views.
- Restate the issue to be voted on before calling for a vote, and explain the consequences of the vote.
- All-important issues should be voted on; don't make assumptions about the feelings of committee members.
- Seek consensus, but unanimity is not required. Sometimes an idea is compromised by trying to get every person to completely agree.
- Close the meeting by summarizing results or noting achievements. Describe the "next steps" for the Committee as whole and individual members.

## SELECT A MODERATOR

- Select a moderator who is responsible for keeping the meeting focused and moving forward. The Chair could be the moderator, or committee members can rotate this responsibility.

## TAKE MINUTES

- One person should take notes on the main themes and the key points that are discussed during the meeting. Be sure to include who committed to do what work by when, etc.

## END MEETINGS EFFECTIVELY FOR PRODUCTIVE RESULTS

- Always treat meetings as an opportunity to create a plan, a strategy, a report or an outline. Therefore, at the end of each meeting:
  - *Assign specific tasks* - Specific action steps should always be assigned to specific members.
  - *Assign Deadlines* - Give individuals a definite time for completion of the task. A common deadline is by the next meeting.
  - *Evaluate the Meeting* - Distribute a short questionnaire that asks what the members thought about the meeting and how future meetings can be more useful.
  - *End on Time* - Participants tend to be disenchanted when meetings are too long or go over their time limit. Be extremely time conscious and end on time.
  - *Be Prompt with Follow-Up* - Send all committee members a recap of the action steps and assignments within a few days following the meeting. This serves as a reminder and as an update to absent members.
  - *Provide Social Interaction* - Informal social interaction, usually in the form of refreshments, allows the committee members time to continue conversations from the meeting, meet with subcommittee members, or build informal networks.
  - *End on a Positive Note* - Affirmations are very popular and provide a source of motivation to the group. Use inspirational quotes, motivational poems, or uplifting short stories.
  - *Announce the Next Meeting as well as its Time and Location.*

## *Chapter 4*

# *Using Consensus-Building to reach Mutually Agreed-upon Decisions*

### **WHAT IS CONSENSUS?**

- Consensus is a decision-making process in which every member agrees to the final decision. It is a democratic process, as all members have a direct voice and veto power.
- Consensus is a product of a “good-faith” effort to meet the needs of all stakeholders. In this, the group has to sit down and get a solution to a problem that everyone is “OK” with.
- Consensus also requires that someone frame a proposal after listening carefully to everyone’s propositions or views.

### **REASONS FOR USING CONSENSUS**

- Is driven by a purpose that is practical and shared by the group.
- Follows the principles of civil, respectful, face-to-face conversation.
- Promotes participation because each member has the power to make changes in the system and to prevent changes he / she finds inappropriate or unacceptable.
- Forces members to listen to each other and answer each other’s’ concerns instead of ignoring them.
- Makes everyone comfortable and satisfied with the outcome. Consensus is unlike the “Majority Rule” system, which not only promotes conflict, but also dismisses ideas coming from the dissenting minority.
- Adapts and incorporates high-quality information -- personal experiences, facts, and data. Therefore, it increases the quality of solutions developed by members based on a comprehensive analysis of the problem (and that too from different perspectives).
- Helps strengthen the relationships between stakeholders that used to be adversaries.
- Helps the stakeholder group to develop mechanisms for dealing with similar problems in the future.
- It encourages participants to challenge assumptions, be creative, and explore alternatives.
- It keeps participants at the table, involved, and learning.

## BASIC CONSENSUS BUILDING TECHNIQUES

### A. BRAINSTORMING

- Brainstorming is a lively technique that helps a group generate as many ideas as possible in a short time period.
- It is a non-judgemental technique that allows a free flow of ideas.
- Use it to identify problems, analyze causes, select alternative solutions, do strategic planning, set priorities, etc.
- Write all ideas on a flipchart called out by the participants in their particular words. Don't interrupt and disturb the spontaneous flow of ideas from participants.
- Once the list is finished, discuss it with the group to:
  - Clarify the meaning of some ideas
  - Combine similar ideas that are worded in different ways
  - Eliminate those ideas, which are not related to the objective of the session
- Use consensus to reduce the list of ideas to those that represent most of the major ideas of the group.

### B. CONDUCTING A FOCUS GROUP

- A focus group is a structured discussion about a specific subject. This is a widely used qualitative technique for information gathering and describing all aspects of the problem.
- Focus groups are important because the interaction between the participants can generate new and original responses, which can help committee members in preparing professional reports on various issues.
- A properly conducted focus group can provide a realistic view of the problem under consideration and as such does not allow committee members to colour the report with their particular biases, opinions, assumptions or ideas. Thus, everyone is satisfied with the final report.
- A focus group is a good strategy to use when:
  - You want to gather a broad range of information on how a representative group of people feels about a topic.
  - The subject matter is not overly sensitive / controversial.
  - The topic permits the majority of the participants to give vital information in 20 minutes.
  - An acceptable number of participants can meet at one place.
  - You need to obtain results quickly, and funds are limited.



- This can be used as follows:
  1. Organize groups of individuals have more or less the same characteristics. Depending upon the topic, use such variables as gender, education, age, class, culture, and experience to do so. The recommended number of participants in a focus group is between 6 and 12.
  2. Choose a moderator to facilitate the collection of pertinent information for the investigation. He / she should:
    - Possess good communication skills;
    - Be able to easily adapt to the environment;
    - Be a good listener and know how to control his or her nonverbal reactions;
    - Be friendly and open-minded; and
    - Be, preferably, of the same gender as the participants.
  3. Prepare a focus guide with the help of the moderator, committee members and the research team.
  4. After conducting the focus group, prepare the report by summarizing and organizing the information.

### ***C. GUIDELINES FOR REACHING CONSENSUS DURING MEETINGS***

- Present your position as clearly and logically as possible. Present all relevant facts and quote examples. Think before you speak and listen before you object.
- Respect individual differences. Allow others to talk without interruptions. Always listen to other members' reactions and consider them carefully before forcing your point. Express disagreement with ideas without criticizing.
- Avoid arguing solely for your own ideas.
- Avoid defensive behaviour such as denying problems, changing topics, cutting off a speaker, etc.
- Restate what others have said for clarity.
- Demonstrate a willingness to compromise or seek consensus.
- Accept and publicly demonstrate support for group decisions.
- Never assume that someone must win and someone must lose when a particular discussion reaches a dead end. Instead, look for the next most-acceptable alternative for all members. Remember, consensus is a win-win tool.
- Do not change your mind simply to avoid conflict or to reach some sort of an agreement.
- Be suspicious when things appear too easy and agreements seem to come too quickly.

- Differences of opinion are natural and expected. Seek them out and try to involve everyone in the decision-making process.
- Never resort to conflict-reducing techniques such as the majority vote and bargaining.
- Don't feel obliged to agree with a dissenting member on some later point, just because he / she finally agreed to your point.
- Postpone decisions to give time to re-evaluate and reconsider the decision.

#### **D. USING OBJECTION HANDLING TECHNIQUES FOR REACHING CONSENSUS**

- An objection can usually take the form of negative statements by some committee members that postpone, hinder or prevent the committee from taking a decision based on consensus.
- In the context of committees, objection is an outward expression, usually verbal, of a committee member's doubts or negative feelings about a proposal, recommendation, or for that matter an issue under consideration.
- As it is basically a game of effective persuasion, following are some important objection handling techniques borrowed and adapted from sales management that can really help in reaching consensus:

##### **Boomerang Technique**

Use committee members' arguments or objections like a boomerang to go around in a circle and come back to persuade them; i.e., turn their reasons for not agreeing with you into reasons for agreeing with you.

##### **Example**

*Indeed, the report does need some work, but as you said, you are very good at drafting reports – So, with your help, I'm sure we can prepare a professional report.*

##### **Conditional Close**

When other people make an objection, make it a condition of resolving their objection so that they agree with you. Always, phrase it in the form: 'If I ... will you...' rather than 'Will you...if I...'

##### **Example**

*You say you are worried about getting an experienced moderator for conducting the focus group. If I can arrange one, will you be OK with the proposal?*

##### **Feel, Felt, Found And Do / Resolve**

First, empathize with them; telling them that you understand how they *feel*. Second, tell them about Mr. XYZ who *felt* the same way. Third, tell them that Mr. XYZ *found* things to be pretty OK when he actually studied the problem or

did a similar task. Finally, tell them how you are going to *resolve* the problem or *do* the task.

**Example**

*I know you feel that it is a very difficult task and that it's a waste of time. Mr. Ashfaq also felt the same when he first looked at the scope of work. However, when he studied it in detail, he found that the task was doable. I discussed the task with a subject specialist who is very willing to help us. He assured me that he has worked on similar cases before.*

**Deflection**

Avoid handling an objection by deflecting it such that it does not hold up the proceedings. Listen to it. Show understanding of the concerns. Then carry on as if nothing had happened.

Say that you will come back to it later. Maybe you won't have to. Give an excuse, such as not having information or having to talk to somebody else later. Be confident and assertive.

**Examples**

*A very good point. Can I come back to that later?... thanks... Now what I was saying was...*

*Yes, I've got some information about that back at the office somewhere. I'll get back to you. Can we carry on now, as we don't have much time and need to address four other pertinent issues? ...*

**Justification**

Rather than fight the objection, justify why it is reasonable. It is more commonly known as the Yes ... But Technique.

**Example**

*Yes, even the basic office equipment / facilities (computer, printer, internet connectivity, fax machine, scanner, etc.) are difficult to afford at this stage, but they can make our committee more productive. They can save a lot of time and manual labour. Moreover, they are essential for effective communication within and outside the committee, internet-based research, database management, project management, professional reporting, desktop publishing, etc... The list is actually endless...*

**Pre-Empting Objections**

Tell them about a possible objection before they object. Then handle the objection so it cannot be brought up again. Make the objection rather weak and the handling rather strong.

**Example**

*We'll have to arrange some funds to hire the specialist. However, the advantages are numerous. The specialist can provide valuable insight into the problem, share best practices, provide technical assistance, build capacities of committee members, prepare an effective work plan, identify resources and opportunities, act as a liaison with other important organizations, etc.*

**Pushback**

Do not accept the objection. Push back assertively (not aggressively). Object to their objection. If they are wrong, tell them. You can push back either directly, by telling them they are wrong, or indirectly, by showing them that they are mistaken. Indirect pushback is usually likely to reduce further objections, unless you have concluded that a 'short, sharp shock' is likely to be more effective.

**Examples**

*I can see that you might think that. But, Pakistan holds the 67<sup>th</sup> position in e-learning ranking and scores 3.03 out of 10 on e-learning readiness according to the 2006 e-learning readiness ranking of the world's 68 largest economies by the Economist Intelligence Unit and IBM Learning Solutions.*

*Would you like to check those figures again? I think you'll find they are not accurate. You might want to consult Last week's Economic and Business Review published by Dawn.*

## Chapter 5

# *Demonstrating Assertive and Effective Behaviour*

### GUIDING TIPS

- Remember - you are an equal member of the committee.
- Actively participate in discussions. Silence indicates assent or agreement.
- Prepare for committee meetings beforehand.
- Research the subject matter thoroughly.
- Solicit input from your constituencies.
- Advocate for your constituents.
- Understand protocol/rules of procedure.
- Understand the power/authority of the committee.
- Attack the issues, not the person.
- Speak for yourself; don't rely on others to state your ideas or concerns.
- Give information. Describe the situation as you see it.
- Keep your chairperson and relevant people updated about how things are progressing.
- Express your feelings clearly. Relate how you feel about what is going on or the issue under discussion.
- Seek to know the feelings of others. Ask the others to describe how they feel about the situation or issue, and accept that person's feelings without necessarily agreeing.
- Question, question, question what you are told. Question rules, procedures or traditions that don't make sense or don't seem fair.
- If in doubt, ask! Ask the person to elaborate, if you don't understand something.
- Don't put up with any rude behaviour from anyone in the committee.
- Believe in getting respect and expect it.
- Explain the impact of your work on the committee.
- Don't let the care free attitude of committee members discourage you.
- Stay calm, confident and enthusiastic.
- Refuse others' requests if they are too demanding.
- Address problems or things that bother you.
- Don't let people intimidate you or dismiss your ideas.

## Chapter 6

# *Conducting Effective Inquiries and Reporting Professionally*

### A GENERAL INQUIRY PROCESS

- Invite submissions from persons or organizations with specialist knowledge.
- Advertise terms of reference for inquiring into matters of general public interest.
- Seek information from relevant government departments and agencies.
- Undertake your own research. Surf the Internet and read books, reports journals, etc. for relevant information.
- Conduct a focus group to gather a broad range of information on how a representative group of people feels about a particular issue.
- Invite a panel of experts to assist the committee in preparing a major study.
- Examine the submitted material with the assistance of expert advisers.
- Test a selection of the submissions by inviting witnesses to appear before the committee to answer questions and comment further on their submissions.
- Travel to other cities and sites to see and hear evidence at the source.
- Delegate powers to subcommittees to work on particular aspects of an inquiry.
- Invite persons or organizations to provide documents and to make oral or written submissions.
- Welcome individuals and groups to committee hearings.
- Assure witnesses that their rights are protected so that they may give evidence freely and honestly without fear of recrimination.
- Hear evidence in private, if witnesses are reluctant to appear in public hearings.
- Let witnesses consult counsel during their appearance before a committee, if they want to do so.
- Encourage public servants to provide full and accurate information.
- Treat all the submitted papers and documents as privileged, which remain in the custody of the House after the committee has conducted the inquiry.
- Coordinate with the secretariat on the different aspects of the inquiry process. The secretariat generally consists of a secretary, an executive assistant and one or more research officers. It is the responsibility of the secretariat to arrange hearings, prepare questions to be asked of witnesses, analyze and summarize submissions

and evidence, prepare draft reports and monitor government and other responses to reports.

## PROFESSIONAL REPORTING SYSTEM

### NOTE TAKING, REPORTING TIPS AND GUIDELINES

- *Purpose of taking notes*
  - For your personal use - your memory record.
  - To make reports to your constituents.
  - A reminder of tasks to complete.
  - A record of the progress made by the committee.
  - A record of recommendations and/or decisions made.
  - A written record of any discussion.
- *What to record*
  - The date, time, and place of the meeting.
  - Who attended.
  - Action taken by the committee.
  - Recommendations made.
  - Task / assignments.
- *Constituent Reports*
  - Determine if an oral or written report is needed.
  - Include recommendations or decisions made by the committee.
  - Identify how any recommendations or decisions will affect your constituents.
  - Identify the impact on stakeholders.
  - State any time lines.
- *Keep for your records*
  - Meeting agendas and notices.
  - Reference materials.
  - Sub-committee reports and recommendations.
  - Financial information.
  - Your notes and the corresponding meeting minutes.
  - Projects under the purview of the committee.
  - Calendars and time lines.
  - Committee member names.
  - A list of any subcommittee members, tasks and time lines.

- *Constituent Input*
  - Without input from the person(s) or group you represent, you can't adequately advocate their interests with your committee. You can obtain information from your constituency by:
  - Asking the person(s).
  - Polling group members through an informal telephone survey, in person, or at a meeting.
  - Presenting an oral or written report at a formal meeting and recording any comments made.

### ***TIPS ON WRITING AN EFFECTIVE REPORT***

- Plan ahead – don't leave it to the last minute!
- Plan time in for reflecting and revising your report.
- Ask yourself what you want your reader to know, think, feel and do after they have read your report. This helps to keep you on track.
- Write it in a short, simple and straightforward style.
- Use appropriate language, style and tone.
- Give it a title that tells the reader what to expect.
- Give it a contents section for the reader to skim and know what to expect.
- Be logical.
- Be informative.
- Be clear.
- Be accurate.
- Be analytical.
- Offer insights.
- Make sure you have not left any information gaps.
- Make your point up-front – don't keep the reader guessing by leaving it to the conclusion. You can do that with a novel but not a report.
- Use many sub-headings.
- Use the first sentence under each sub-heading to make the paragraph's main point. This helps the busy reader.
- Present it in an airy way, with lots of spaces to help keep the reader going.
- Collect information, newspaper clippings, graphs, and cartoons – any information that will be useful for your next report along the way. You can keep a file especially for this so that when it is time to write, you are already prepared.



### ***PRESENTING YOUR REPORT***

- Keep it short and clear.
- Use everyday language. Lots of jargon and fancy words can make people feel left out or undermined.
- If your presentation needs to be translated as you speak, then make it as easy as possible by not saying a lot before giving the translator their turn.
- Have eye contact with your audience.
- Talk loudly and clearly – make sure everyone can hear you. □□ Try to talk in an interesting, varied tone of voice.
- Know your report well enough so that you only refer to notes, and do not have to read it out word-for-word.
- Knowing your report well will help to make you feel confident.
- Use examples where appropriate.
- Write up your notes in big lettering so you can refer to them easily.
- Give committee members a handout if it will help them follow and remember.
- Offer your committee members an opportunity to ask you questions about your report. You can refer some of the questions to other people present, if appropriate.
- Highlight the most important points that committee members need.
- If you are reporting on an issue where there are differences of opinion within your committee, then make sure that you give a balanced report. You may have to report putting forward a position that you do not personally agree with.

## Chapter 7

# Demonstrating Good Communication Skills

- Open, honest communication is essential. It facilitates cooperation, efficiency and commitment among committee members. Shared Understanding is the fundamental goal of communication.
- There is a positive correlation between shared understanding and:
  - Improved productivity
  - Better problem-solving
  - Reduction in grievances
  - Improved working relationship
  - Greater personal satisfaction
  - Ideas for improving processes and procedures
- Two components that lead to shared understanding are:
  1. Active Listening
  2. Feedback

### ACTIVE LISTENING

Active Listening involves taking conscientious actions to understand the message the other person is sending from his / her point of view. It is appropriate for one-on-one communication, or for communication in groups or committee meetings.

#### Guidelines to Improve Active Listening Skills

- Stop talking - listen! Maintain eye contact with the speaker.
- Give 100% Attention. Prove you care by suspending all other activities.
- Apply the same attention to listening as you do talking.
- Respond verbally or nonverbally (nodding) to prove you received the message, and more importantly, prove it had an impact on you.
- Pay attention to the speaker's non-verbal behaviour, i.e., is the person angry, hurt, indifferent or enthusiastic.
- Prove your understanding by occasionally restating the gist of their idea, by asking a question or simply saying "uh huh".
- Prove you take other person's views seriously by being willing to communicate with him / her at his / her level of understanding and attitude. We do this naturally by adjusting our tone of voice, rate of speech and choice of words.
- Identify your own listening blocks.

- Listen for content: Is it factual, opinion, judgment, bias, emotion, a recommendation vs. decision, seeking input from others, or brainstorming?
- Eliminate or reduce external distractions and noise.
- Don't interrupt and don't impose your "solutions".
- Wait for the speaker to pause to ask clarifying questions.
- Avoid questions that disrupt the speaker's train of thoughts.
- Try to feel what the speaker is feeling.

### **FEEDBACK**

It assures that there is shared understanding among people and that those communicating have explored an issue completely as well as are carefully listening to one another.

#### **Feedback Techniques**

- Make feedback specific as to what, where, when, and so on. Generalizations prolong the time needed to make sure the person delivering the feedback understands.

##### ***Example***

*"So we should begin this project on April 9, 2007, right?"*

- ***Be non-judgemental in asking questions or comments.*** This encourages further clarification in an open manner.

##### ***Example***

*"You believe that the committee should invite a panel of experts to help it in preparing this study."*

- ***If you are enthusiastic, act that way.*** Enthusiasm helps build commitment to take actions together.

##### ***Example***

*"That's wonderful! What is the next step?"*

- ***Express disagreement precisely.*** In this way, speakers can either further explain their ideas or change them.

##### ***Example***

*"It is not a good idea to spend money on a new computer because this task doesn't require one."*

#### **General Tips on Effective Communication**

- Manage and explain your ideas well. Do proper research before presenting something.
- Know your audience; i.e., their educational background, psychographics and level of understanding

- Remember you must have something valuable to present to your audience. It's not about you, but the audience.
- Be credible.
- Use visual aids, props, examples and anecdotes to explain things
- Ask and answer many questions.
- Speak and write clearly.

## *Appendices*

# Appendix-I

**MOST IMMEDIATE**  
**BY SPECIAL MESSENGER**

## **NATIONAL ASSEMBLY SECRETARIAT**

No.F.2 (1)/2012-Com-J

Islamabad, the 4<sup>th</sup> March, 2013

### **NOTICE**

A Meeting of the Standing Committee on Foreign Affairs, will be held on 5<sup>th</sup> March, 2013 at 11:00 a.m. in the Auditorium of PIPS Islamabad. In case of Morning Session of Senate, the meeting will be held at 2:00 p.m. The agenda will be as under:-

- i) *Future of SAARC in context of Pakistan-India relations*
- ii) *War on Terror & Regional Security situation*
- iii) *Trade, Economy & visa liberalization*
- iv) *Resolution of disputes for the betterment of People*
- v) *Any other item with the permission of the Chair.*

2. Members are requested to kindly make it convenient to attend the meeting.

  
(ABDUL MAJID SANDHU)  
Joint Secretary/Secretary Committee  
Tele. No. 9216314

01.	Mr. Asfandiyar Wali	Chairman
02.	Ms. Mehreen Anwar Raja Advocate	Member
03.	Ms. Farzana Raja	Member
04.	Ms. Fauzia Habib	Member
05.	Mir Amer Ali Khan Magsi	Member
06.	Miss Palwasha Khan	Member
07.	Mr. Nauman Islam Sheikh	Member
08.	Ms. Shazia Marri	Member
09.	Mr. Ayaz Amir	Member
10.	Mr. Muhammad Hamza Shahbaz Sharif	Member
11.	Mr. Humair Hayat Khan Rokhri	Member
12.	Muhanunad Akhtar Khan Kanju	Member
13.	Raja Muhammad Asad Khan	Member
14.	Ms. Tehmina Daultana	Member
15.	Ch. Ghias Ahmed Mela	Member
16.	Makhdoom Syed Faisal Saleh Hayat	Member
17.	Rana Asif Tauseef	Member
18.	Dr. Muhammad Farooq Sattar	Member
19.	Mr. Wasim Akhtar	Member
20.	Maulana Fazal-ur-Rehman	Member
21.	Ms. Hina Rabbani Khar	Ex-officio Member
	Minister for Foreign Affairs	

P.T.O

- 2 :-

No.F.2 (1)/2012-Com-I

Islamabad, the 4<sup>th</sup> March, 2013 .**For information and necessary action with reference to agenda: -**

1. Secretary, Ministry of Foreign Affairs, Government of Pakistan, Islamabad.
2. Director General (NASA), Ministry of Foreign Affairs, Government of Pakistan, Islamabad.
3. Mr. Amjad Pervez, Special Secretary, Senate Secretariat, Islamabad.
4. Section Officer (Council), Ministry of Foreign Affairs, Government of Pakistan Islamabad.

**For information, coordination and necessary action respectively to facilitate the holding of the subject meeting: -**

1. Director General (PR), National Assembly Secretariat, Islamabad.
2. Director General (L&R), National Assembly Secretariat, Islamabad.
3. Joint Secretary (Admn), National Assembly Secretariat, Islamabad.
4. Director (Media), National Assembly Secretariat, Islamabad, with the request to arrange the media coverage etc. of the meeting and issue Press Release of the meeting.
5. Director (IT), National Assembly Secretariat, Islamabad.
6. Director Budget, N.A Secretariat, Islamabad, alongwith 20 copies of the Notices.
7. Librarian, National Assembly Secretariat, Islamabad.
8. Chief Cameraman, National Assembly Secretariat, Islamabad.
9. Section Officers (C-I, II and Conference), National Assembly Secretariat, Islamabad, for documentation with reference to Office Order No.F.8(2)/Com-II, dated 8<sup>th</sup> February, 2012.
10. Resource Centre, Parliament Lodges, Islamabad.

**For information to: -**

1. Joint Secretary (IA-II), Prime Minister's Secretariat, Islamabad.
2. Secretary to Speaker, National Assembly Secretariat, Islamabad.
3. P.S to Deputy Speaker, National Assembly Secretariat, Islamabad.
4. P.S to Secretary, National Assembly Secretariat, Islamabad.
5. P.S to Chief Whip, Room No.211, Parliament House, Islamabad.
6. P.S to Leader of Opposition, National Assembly of Pakistan, Islamabad.
7. P.S to Chairman, S/C on Foreign Affairs, State Bank Building, Islamabad.
8. P.S to Secretary, Ministry of Law and Justice, Islamabad.
9. P.S to Special Secretary (A), National Assembly Secretariat, Islamabad.
10. P.S to Additional Secretary (C), National Assembly Secretariat, Islamabad.
11. Joint Secretary (C-I), National Assembly Secretariat, Islamabad.
12. Joint Secretary (C-II), National Assembly Secretariat, Islamabad.
13. Committee Branches-I & II, Senate Secretariat, Islamabad.

**Copy also forwarded for information to: -**

1. Attorney General for Pakistan, Islamabad.
2. Accountant General, Pakistan Revenues, Islamabad.



( ABDUL MAJEED SANDHU )  
Joint Secretary/Secretary Committee



## Appendix-II

### MINUTES OF MEETING

#### PROVINCIAL ASSEMBLY OF ....

#### Minutes of the Meeting of the Standing Committee of ... held on May 12, 2011

A meeting of the .... of the ... chaired by Mr...., MPA, was held on May 12, 2011 at 2.00 p.m. in the Constitution Room, ..., Lahore.

2. The agenda before the Committee was as under:
  - (i) Review activities of the WASA.
  - (ii) Consideration and approval of WASA Budget Estimates for the year 2011-2012.
  - (iii) Review recruitment status and ad hoc appointments of National Health Authority (NHA).
  - (iv) Any other item with the permission of the Chair.
3. List of participants is at Annexure-I.
4. The meeting commenced with the recitation from the Holy Quran. The Chair welcomed the members and thanked them for sparing time to attend the Board meeting at a short notice. Thereafter he invited the Secretary of the Committee to present agenda items.
5. **Agenda Item No.(i). Review activities of the ....:**
6. Mr... and Ms ... Rehman, MPAs, endorsed the need for WASA to develop its ...
7. The Committee suggested that ....
8. **Agenda Item No.(ii). Consideration and approval of WASA Budget Estimates for the year 2011-12:** Introducing the Budget, the Secretary WASA apprised the Board that NHA would be starting full-fledged activities in 2011-12 and to cater for these, Budget Estimates of Rs 107,721,622 are submitted for consideration and approval of the Board... gradually on need basis and the availability of office accommodation in the new campus of the Institute. The Committee was pleased to unanimously approve the WASA Budget Estimates of Rs 107,721,622 for the financial year 2011-12 in pursuance of Section 13 of the WASA Act 2008.
9. **Agenda Item No. iii.(a): Review recruitment status of NHA Staff:** The Secretary apprised the Board regarding recruitment status of NHA employees. It was stated that after the approval of the NHA Board of Governors, the Federal Public Service Commission (FPSC) was approached for conducting written examination of officer cadre posts by prescribing appropriate tests to assess the required knowledge



of eligible candidates in their respective field. In response the FPSC proposed that the entire selection process should be entrusted to them.

10. In a subsequent meeting, the FPSC was apprised that the NHA Employees (Recruitment and Service) Rules 2007, provide that the Recruitment Committee constituted by the Authority shall recommend the names of duly qualified persons to the authority for appointment at NHA. The proposal of FPSC would therefore involve formal recognition of FPSC as the Recruitment Committee under NHA rules. The Committee was further informed that the FPSC was also requested to have a mix of objective and subjective tests in view of the specialized nature of various cadres of professional staff at NHA. The Committee was also apprised that a cost of Rs 1.128 million indicated by the FPSC for conducting the selection process is likely to be reduced since only the eligible candidates in terms of prescribed age, educational qualification and experience will be called for tests.

11. Mr. Aftab ..., MPA, expressed the hope that NHA would leave no stone unturned to recruit staff members who are professionally sound in their respective field. The recruitment process was discussed at length and the Chair ascertained views of all the members. Some members were of the view that entire process should be entrusted to FPSC considering their independent status and credibility.

12. The Chair finally achieved a consensus and it was agreed that the FPSC may be asked to conduct only written test of eligible candidates and shortlist a panel of candidates for each post who may be interviewed for final selection by the NHA Recruitment Committee constituted by the authority in terms of relevant provisions of the NHA Employees (Recruitment and Service), Rules 2007. In case the FPSC does not agree to conduct the written test only, the entire process should be handled by NHA through involving National Testing Service (NTS) or any other relevant agency for conducting written test and short listing of candidates.

13. **Agenda Item No. iii.(b). Review of Ad hoc Appointments of NHA Staff:** The meeting considered the proposal contained in the working paper for continuation on regular basis of nine NHA employees appointed in terms of Rule 15 of the NHA Employees (Recruitment and Service), Rules 2007. It was stated that since the regular recruitment process was yet to be initiated, appointments of minimum skeleton staff were essential to support the institute for performance of its day to day administrative and financial functions as well as to assist in the recruitment process. It was noted that this was the only provision available under rules, which could be invoked for quick induction of NHA staff. Since six months adhoc appointment period is shortly expiring and the recruitments are still in process, it would be in the best interest of the Institute to consider their continuation on regular basis. It was further stated that all these employees are fully qualified in terms of age, qualification and experience as prescribed in the NHA Employees (Recruitment and Service) Rules 2007 and their performance so far has remained upto the mark. In case of the their continuation on

regular basis, they shall remain on probation for one year in terms of Rule 8 of these rules during which period their services can be terminated if their work or conduct is unsatisfactory.

14. In view of the above, the Committee was pleased to approve continuation on regular basis of nine NHA employees in pursuance of Rule 43 read with Rule 44 of NHA Employees (Recruitment and Service), Rules 2007, as per list attached at Annx. II.

15. To sum up:

- a. The Committee desired that WASA should develop...
- b. The Committee was pleased to unanimously approve the WASA Budget Estimates of Rs 107,721,622 for the financial year 2011-12 in pursuance of Section 13 of the WASA Act 2008.
- c. Regarding recruitments, it was desired that the FPSC may be requested to conduct only written test of eligible candidates and shortlist a panel of candidates for each post who may be interviewed for final selection by the NHA Recruitment Committee constituted by the authority in terms of relevant provisions of the NHA Employees (Recruitment and Service), Rules 2007. In case the FPSC does not agree to conduct the written test only, the entire process may be handled by NHA by involving National Testing Service (NTS) or any other relevant agency for conducting written test and short listing of candidates.
- d. It was noted that as majority of advertised positions are solitary posts, the provision of Rule 4(2) of the NHA Employees (Recruitment and Service), Rules 2007 for ensuring provincial representation should be followed to maintain provincial quota.
- e. The Committee was pleased to approve continuation on regular basis of nine NHA employees in pursuance of Rule 43 read with Rule 44 of NHA Employees (Recruitment and Service), Rules 2007.

16. The meeting ended with a vote of thanks to the Chair.

**Annexure-I****List of Participants of the Meeting of Standing Committee of.., held on May 12, 2011**

- |                                      |          |
|--------------------------------------|----------|
| 1. Mir Saleem Khan, MPA              | In Chair |
| 2. Mr. Aftab, MPA                    |          |
| 3. Mian Riaz, MPA                    |          |
| 4. Chaudhry Muhammad Tahir, MPA      |          |
| 5. Ms. Rehmana, MPA                  |          |
| 6. Mr. Pervaiz, MPA                  |          |
| 7. Mr. S.A. Iqbal, MPA               |          |
| 8. Raja ..., Secretary, Comitee      |          |
| 9. Mr Karamat, Secretary, WASA       |          |
| 10. Mr Khan Muhammad, Secretary, NHA |          |

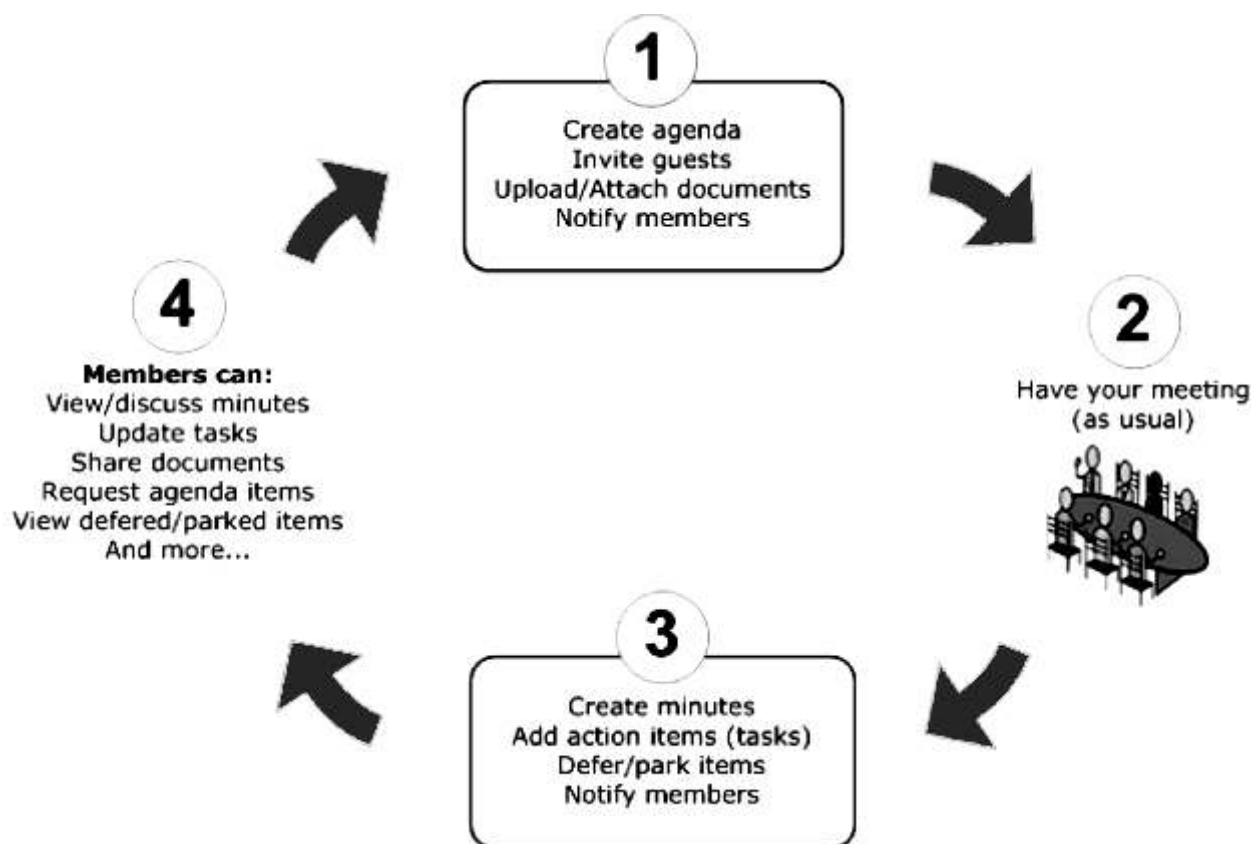
**Annexure-II****List of NHA Essential Staff Members Working on Adhoc Basis**

- |                       |                               |
|-----------------------|-------------------------------|
| 1. Mr. Mahboob        | Research Associate (OG-III)   |
| 2. Mr. Waseem Khan    | Administrative Officer (OG-V) |
| 3. Mr. Mahtab         | IT Officer (OG-V)             |
| 4. Mr. Bajwa          | Driver (SG-VII)               |
| 5. Mr. Safdar Jamili  | Office Attendant (SG-VIII)    |
| 6. Ms. Bushra Ahmed   | Manager (OG-V)                |
| 7. Mr. Khan Khattak   | Assistant (SG-I)              |
| 8. Ms. Tayyaba Majeed | Assistant (SG-I)              |
| 9. Ms. Saeeda         | Assistant (SG-I)              |

## Appendix-III

### MEETING MANAGEMENT

#### THE BASIC MEETING PROCESS



#### A. BEFORE THE MEETING

##### Meeting preparation basics

A general misconception is that only the organizer needs to prepare for a meeting. (Although this is true for informational meetings where participants just sit and listen).

In most meetings where one expects a discussion between all participants everybody should be prepared.

Here are 3 basic preparation rules for both organizer and participants that can avoid plenty of wasted time. One can tweak these rules and distribute them in his/her organization as general guidelines or convert them into a policy!

##### Meeting organizer

- Rule #1: Do you have a clear purpose?

Do you have a clear purpose for the meeting that can easily be formulated in one sentence? If the answer is yes, go ahead and use this line as the meeting title. If the answer is no, you should not schedule a meeting but probably do some more research or you try to find another way to solve your issues(s)

- **Rule #2: Do you have a clear agenda?**

An agenda is a road map of the meeting. It let you define the expected outcome and let your participants know what to expect and how to prepare. If you don't have an agenda, don't schedule the meeting!

- **Rule #3: Do participants have all documentation?**

If you expect your participants to be prepared by looking at or reading over some materials make sure that they receive all materials well before the meeting and have time to review them. If you are too late distributing them, re-schedule the meeting or remove the affected items from the agenda!

### **Meeting participants**

- **Rule #1: Is there and do you understand the purpose of the meeting?**

If from the meeting invitation the purpose is missing or not clear or you think you should not be invited for that purpose, ask the meeting organizer for clarification (maybe there is good reason). If he or she cannot provide this, don't waste your time. Decline the meeting and remove it from your calendar.

- **Rule #2: Did you receive the meeting invitation with agenda in advance?**

If you received a meeting invitation without a clear agenda you should simply decline the meeting. It's the organizer's responsibility to provide one and you should not waste your time chasing it. End of story!

- **Rule #3: Did you receive any documentation and did you review it?**

The responsibility here is on both sides. If documentation is required but not provided, decline the meeting again as the organizer will be wasting your time. If the documentation was provided but you didn't review it, also decline the meeting out of respect for the organizer and other participants. You would be wasting their time!

### **B. AT THE MEETING**

#### **Facilitate or Participate?**

So far you did everything perfect. You have a solid meeting purpose, found the right people and sent out the invitations including agenda and all meeting materials days before the meeting. No kidding, you are on the right track to a successful meeting. Only one small detail left... the meeting!

Most meeting organizers are also participants and although you want (and maybe need) to participate, someone needs to chair or facilitate the meeting. There are so many things that can go wrong even with a carefully planned meeting that you will have to find the right balance between facilitating (making sure that everything goes as planned) and participating.

The first step to leading successful meetings is to realize that chairing meetings is a skill that needs to be trained and developed. Here are 3 basic rules to get started:

- **Rule #1: Be prepared**

Read as many articles, tips and tricks on chairing meetings as possible and get very familiar with the subject. The more you know about meetings the better! Not all tips seem very useful but someday, something might come in handy!

- **Rule #2: Don't be afraid to make mistakes**

As Albert Einstein once said: "Anyone who has never made a mistake has never tried anything new". Don't be afraid to try out new things from time to time. The only way to get experience with something is to actually do it.

- **Rule #3: Evaluate**

After each meeting, evaluate what went well and what didn't. You can even ask the participants for direct feedback during or at the end of the meeting. Make notes so you can get back to them later. Your next meeting will be better!

**Note:**

If your full participation is required during the meeting, ask (or hire) someone else to facilitate the meeting or at least ask someone to keep an eye on the clock so you can make it through the entire agenda.

### ***C. AFTER THE MEETING***

#### **Meeting Minutes**

You just returned from a meeting and completed everything that was on the agenda. You're happy that the meeting is over and was a success but your job is not quite done yet. The meeting minutes (or also called meeting protocol or meeting summary) is a written record of the meeting that usually includes the meeting details (like location, the actual start and end time, etc.), a list of meeting participants and the key notes of each discussion.

The finishing touch is as important as the preparation and the meeting itself. Here are 3 basic rules for the successful closing of a meeting

- **Rule #1: Always create the meeting minutes**

The meeting minutes are an actual record of the entire meeting. If there is no record of the meeting it's like it never happened. A few months from now, when everyone forgot what was decided, you might have to start all over...

- **Rule #2: Create and distribute the minutes as soon as possible**

Make the minutes as soon as possible after the meeting. Or even better, create the minutes during the meeting and distribute right after. Meeting minutes need to be reviewed and approved by all participants to become a valid record. This should be done while everything is still fresh in memory. Use a meeting management tool if possible so you know that participants reviewed the minutes.

- **Rule #3: Follow up on action items**

Even the best meetings and decisions are useless if assigned tasks are never completed. When you have recurring meetings, put the action items of the meeting on a future agenda again to make sure they are completed. For ad hoc (one-time) meetings, contact the participants by phone or email after the agreed time to double check the status.

Again, if possible use a meeting management tool that can track action items.



***EDITORS' PROFILE*****Muhammad Rashid Mafzool Zaka**

Mr. Muhammad Rashid Mafzool Zaka is the Director (Research and Information) and a member of the pioneering team of the Pakistan Institute for Parliamentary Services.

He brings with him almost two decades of experience in academia, research and legislative reforms and has to his credit publications on parliamentary democracy, society and comparative religion. Mr. Zaka has authored numerous modules for Pakistan Institute for Parliamentary Services on significant parliamentary topics such as Assessing and Drafting Legislation, Legislative Research, Conflict Resolution and a Youth Guide – Discover the Parliament of Pakistan. He is a certified trainer in legislative research, assessing laws, human rights and disaster risk management from the Asian Institute for Human Rights, Thailand and UNDP.

He has been member of founding team of the Foundation University, Islamabad. Mr. Zaka has supervised numerous MS dissertations in the fields of development studies, international relations, sociology, diplomatic and strategic studies, at reputable Pakistani universities. He has been Member, Board of Studies at the Department of Defence and Diplomatic Studies, Fatimah Jinnah Women University, FJWU. Mr. Zaka has also served on leading portfolios including Head, Department of Social Sciences, Iqra University; Director, Centre for Peace and Development Initiatives, CPDI and Legislative Capacity Advisor, Pakistan Legislative Strengthening Project, PLSP. Mr. Zaka has supervised and conducted numerous research papers for honourable Parliamentarians.

He holds an M. Phil. degree in International Relations and M. Sc. in Strategic Studies with distinction from the top ranking Quaid-e-Azam University, Islamabad.

**Muhammad Faisal Israr**

Mr. Muhammad Faisal Israr is presently the Senior Research Officer (Strategic Issues/IR) at the Pakistan Institute for Parliamentary Services, who is also one of the key members of Institute's Research Wing, which undertakes development of publications and outreach. Mr. Muhammad Faisal Israr has conducted various research papers for parliamentarians in 2012-13.

Mr. Israr has multi-facet experience of 10 years in the field of Financial Services at Saudi Pak Investment Company, IGI Investment Bank, Askari Bank, JS Investments, Deutsche Bank - encompassing Capital Markets, Investment & Commercial Banking,



Mutual Funds, Credits and Policy Making. He served as Saudi Pak's nominee director on the Board of Japan Power Generation Ltd.

He attended courses/ training programmes at national level in Six Sigma, SAP, Business Continuity Management Fundamentals, Fund Management, Financial & Investment Decision-making from accredited institutes. At international level he participated in International Training Programme for Securities Market Professionals 2007 organized by South Asian Federation of Exchanges.

Mr. Muhammad Faisal Israr is a graduate and Masters in Business Administration with specialization in Finance from Institute of Business Administration, Karachi. He imparted trainings and served as Instructor, Teaching Assistant, Grader for various courses.

## *Sources of Data*

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