



PAKISTAN INSTITUTE FOR PARLIAMENTARY SERVICES
DEDICATED TO PARLIAMENTARY EXCELLENCE

Annual Report 2015-16

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List of Acronyms

BOG:	Board of Governors
CIA:	Chief Internal Auditor
CPEC:	China Pakistan Economic Corridor
CSOs:	Civil Society Organizations
FATA:	Federally Administered Tribal Areas
FY:	Financial Year (<i>July 1 to June 30</i>)
GSP:	Generalized System of Preferences
HEC:	Higher Education Commission
HRM:	Human Resource Management
IDPs:	Internally displaced persons/peoples
ILS:	Integrated Library System
IP3:	Improving Parliamentary Performance in Pakistan
MOU:	Memorandum of Understanding
MNA:	Member National Assembly
MLAs:	Member Legislative Assemblies
MPA:	Member Provincial Assembly
MPs:	Members of Parliament
PIPS:	Pakistan Institute for Parliamentary Services
PPRA:	Public Procurement Regulatory Authority
PRC:	Parliamentarian Resource Centre
PSDP:	Public Sector Development Program
RoP:	Rules of Procedure
SDGs:	Sustainable Development Goals
STI:	Secretariat Training Institute

Preface

This report has been prepared to fulfill the statutory requirement under section 17 of Pakistan Institute for Parliamentary Services Act, 2008. The Act makes it mandatory for the Board of Governors to submit to the Parliament an annual report containing the activities of the Institute during a year. The command of the section is that the report shall also highlight the objects of the Act achieved by the Institute and shall also give a picture of the finances and future plans of the Institute. Section 11 (e) of the Act assigns the function of preparing the report and its submission to the Board of Governors to the Executive Director. Section 7 (k) empowers the Board to approve and submit annual report of the Institute to the Parliament.

This report covers the period from July 1, 2015 till June 30, 2016. During this period the Board of Governors (BOG) of the Institute held five meetings and provided leadership, direction and guidance to the Institute to achieve its mandate effectively. The BOG constituted three sub-committees, first; for developing the criteria and shortlisting of the candidates for the post of Executive Director of the Institute, the second for the review of human resource policy of the Institute and propose new organogram with proper job description of the employees of the Institute and the third to tweak the Annual Business Plan of the Institute for 2016-17 to synchronize it with the Strategic Plans of the National Assembly of Pakistan and the Senate of Pakistan.

On September 3, 2015 the Presidency of the Institute's BOG rotated for next three years from the Chairman, Senate of Pakistan to the Speaker, National Assembly of Pakistan. On September 2, 2015 the then Executive Director of the Institute, Mr. Mehmood Salim Mehmood left this temporal world for his final abode. His untimely death was a great loss for the Institute. On May 10, 2016 the BOG appointed the new Executive Director of the Institute.

In terms of activities the Institute translated the Annual Business Plan of 2015-16 in to verifiable actions and activities. It is a matter of satisfaction that the Institute successfully accomplished the assigned tasks. Various sections of this report provide an over view of the activities and services delivered by the Institute.

To realize the Institute's mandate the Senate (1/3) and the National Assembly (2/3) provided generous financial resources in the light of the PIPS Act, 2008. Equally important were the financial contributions made by the provincial assemblies of Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan.

Executive Summary

Pakistan Institute for Parliamentary Services (PIPS) established through an Act of the Parliament in 2008 to promote research, provide training and to provide facility of information to the Parliamentarians in performance of their duties had an eventful year at the national and provincial level. The PIPS offered a wide range of dedicated services and arranged series of specialized workshops, seminars and outreach activities.

2. During July 1, 2015 till June 30, 2016 the Board of Governors (BOG) of the Institute held five meetings and provided leadership, direction and guidance to the Institute to achieve its mandate effectively. The BOG constituted three sub-committees, first; for developing the criteria and shortlisting of the candidates for the post of Executive Director of the Institute, the second for the review of human resource policy of the Institute and propose new organogram with proper job description of the employees of the Institute and the third to tweak the Annual Business Plan of the Institute for 2016-17 to synchronize it with the Strategic Plans of the National Assembly of Pakistan and the Senate of Pakistan.

3. In the light of guidance provided by the Board of Governors (BOG) the Institute's Research Wing catered to 76 'Research on Demand' to individual legislators, provided 9 'Technical Papers' to the Standing Committees, and thematic briefing papers on topics like; the China Pakistan Economic Corridor, Kashmir issue, rehabilitation and resettlement of IDPs, cyber security, role of social media in parliamentary outreach, countering violent extremism, Public Sector Development Program, system and laws related to local governments, and role of the parliament in protection of human rights etc. The Institute published 12 issues of its flagship monthly Parliamentary Research Digest with 42 well researched articles on national and international issues circulated to all 1174 Members of Parliament and provincial assemblies and their functionaries through respective parliamentary secretariats. The Institute published four books during 2015-16, i.e. Conflict Resolution and Negotiation Skills, Handbook for Parliamentary Librarians, Youth Guide and Compendium of Rules of Procedures. While the three books were utilized as readers for courses/workshops for Members of the Parliament and functionaries, the youth guide was circulated amongst 1000 college and university youth during the PIPS Parliamentary Outreach programme. The Institute provided 19 budget briefs to individual MPs in addition to conducting seven orientations on budget analysis participated by around 250 Members of the Parliament as well as provincial assemblies as part of Budget Desk service. The Institute also developed a data portal of around 5000 articles on relevant topics for researchers working at and for the Parliament.

4. The Institute provided technical assistance to revise the Rules of Procedures of Committee of Provincial Assembly of Balochistan and the Legislative Assembly of Gilgit-Baltistan. The Institute prepared a comparative statement of pay, allowances and pension schemes of for Members of Parliament (MPs) in eight Countries. The Institute also prepared a

Compendium of latest rules of procedures of the Senate, the National Assembly, four provincial assemblies and the legislative assemblies of Azad Jammu and Kashmir and Gilgit-Baltistan.

5. In order to realize the vision of Honourable Speaker National Assembly/President PIPS Board of Governors, the PIPS team worked in close collaboration with the National Assembly of Pakistan to organize the National Parliamentary Malnutrition Meet in February, 2016, attended by over 200 delegates including national Members of Parliament, speakers of the provincial and legislative assemblies, all education and health ministers of the country, representatives of provincial departments of planning and development, leading health practitioners, members of the civil society, media and representatives of the international development community as well as experts on malnutrition, mother and child health.

6. The Institute inked/signed Memorandum of Understanding (MOU) with the Higher Education Commission (HEC), Fatima Jinnah Women University and Riphah International University (RIPHAH) during 2015-16 to enhance mutual cooperation in the field of parliamentary studies, research, capacity building and outreach. The Institute was recognized as a 'Centre of Excellence' at the Regional Workshop of 12 Parliamentary Research Centers in the Middle East, North Africa and Asia held on March 30-31, 2016 in Amman, Jordan. PIPS Director Research and IT, Muhammad Rashid Mafzool Zaka read two papers as key note speaker from the Institute.

7. The Training Wing arranged 32 capacity building events at the national and provincial level, including its six weeks long flagship 2nd Management Development Course for Parliamentary Officials. About 493 legislators (Senator, MNAs, and MPAs) participated in these events. 194 officials from the parliamentary secretariats received these trainings held in Islamabad, Lahore, Karachi, Peshawar and Quetta. The themes of trainings ranged from office correspondence, writing minutes of meetings, understanding Rules of Procedures, harmonization of Rules of Procedure, Non-legislative parliamentary business and tools, essential IT and communication skills, effectiveness, powers and functions of standing committees, and tools for assessment of legislation. The Institute arranged thematic orientation sessions on GSP Plus, Children Rights in Pakistan, International Humanitarian Law, Climate Change and Foreign policy and Strategic issues etc.

8. During the year 2015-16 the Legislation Wing provided its services to draft 23 private member bills and amendments in the existing laws. Out of which, three (3) were proposed constitutional amendments, ten (10) new legislative proposals on different issues of national importance, seven (7) amendment in existing laws and three (3) proposed changes in Rules of Procedures. The Legislative Service offered legal advice to parliamentarians on their non-legislative business like Resolutions and Call Attention Notices. In collaboration with the Training Wing arranged Public Hearings on Immunization Bill, Cyber Crime Bill involving 200 stakeholders.

9. The Institute conducted parliamentary outreach activities including seminars, essay writing competitions etc., engaging more than 1900 youth, women and members of CSOs from all over Pakistan.

10. The Financial Management System of Pakistan Institute for Parliamentary Services is based on delegation of financial powers, segregation of functions, principles of authorization and values of financial propriety as detailed in the PIPS Financial Management Manual / Accounting Procedures, 2010. Total approved budget stood at Rs.157.489 million during the FY 2015-16. The overall expenditure for FY 2015-16 remained at Rs. 141.765 million in various heads of accounts. The detailed breakup and head wise comparison with the expenditure for FY 2014-15 is given in the Statement of Cash Receipts and Payments. As per Section 12 (a) and 12 (b) of the PIPS Act, 2008, total annual expenses of the Institute are shared by the Senate and the National Assembly in the ratio of 1/3rd and 2/3rd, respectively. The funds released by the Senate and the National Assembly are kept in lapsable assignment accounts, which are operated under the Revised Procedures of Assignment Accounts issued by the Controller General Accounts (CGA). While carrying out financial transactions, the checks and balances prescribed in PIPS Financial Management Manual / Accounting Procedures, 2010, General Financial Rules (GFR) and System of Financial Control and Budgeting, 2006 were duly adhered. Compliance with the PPRA Rules, 2004, was ensured during all stages of the procurement processes.

11. In order to further strengthen the internal control mechanism and by following the best practices, the independent office of Chief Internal Auditor (CIA) carried out the internal audit of the PIPS accounts for FY 2015-16. During the FY 2015-16, the CIA also provided the assistance to the Executive Director being the Principal Accounting Officer (PAO) as and when required in making the financial and administrative decisions.

12. On May 6, 2016 Mr. Akbar Khan, Secretary General, Commonwealth Parliamentary Association (CPA) visited the PIPS campus and discussed issues of mutual interests especially possibilities for future cooperation. Mr. Khan wrote in PIPS Visitors' Book, 'Delighted to hear about the excellent work being done at the PIPS to strengthen good governance and democracy in Pakistan.'

PIPS Vision and Mission

The PIPS foresees establishing an appropriate forum to equip legislators with front-line policies and tools to perform their representative, legislative and oversight functions effectively and resourcefully. The Institute endeavors to provide high-quality, accurate and result-oriented services to elected members and staff of the legislative institutions in Pakistan to promote parliamentary excellence.

PIPS Values

PIPS team endeavors to work in unison for its sacred mission by following their cherished core values, which were drawn inclusively by all officers of the Institute in guidance of committee of Board of Governors during preparation of PIPS work plan 2014-15:

- a. **Integrity:** PIPS faculty and staff are inspired by honesty and truthfulness as personified by the Sunnah of Prophet Muhammad (SAW) and emphasized in numerous speeches by the founder of nation Quaid-e- Azam Muhammad Ali Jinnah. The team considers integrity as their primary value so as to create synergy towards their common mutually set goals.
- b. **Non-partisanship:** Institute's professional faculty is committed to provide non-partisan analysis to assist MPs in making informed decisions to secure the national interest as aspired by the people of Pakistan.
- c. **Professionalism:** PIPS team values its humility to perpetually seek learning new concepts and ideas for keeping themselves abreast with essential skills-set that make them effective, efficient and knowledgeable professionals.
- d. **Accessibility:** The faculty of institute remains readily approachable to MPs for provision of timely services at their doorstep.
- e. **Anticipation:** Institute's team continues a vigilant appraisal of national and international developments to accordingly assist MPs through essential technical support in anticipation to challenges and new realities concerning the country.

PIPS Functions

PIPS is committed to serve all national and provincial legislatures in their efforts to perform their tedious tasks of law making, executive oversight, and representation according to the aspirations and will of the people of Pakistan and to strengthen the tradition of a democratic order in the country. *According to the mandate of the institute as mentioned in the PIPS Act 2008 Section 4 (a to m), the functions of the institute are as follows:*

- a. To maintain national, provincial and international data, information and statistics to make available to the parliamentarians for efficient performance of their duties;
- b. Undertaking research in respect of the federal and provincial laws and also to conduct study of international laws to support the parliamentarians in the law making process;

- c. To provide technical assistance to parliamentarians in performance of their duties;
- d. To provide training to the parliamentarians and parliamentary functionaries for performance of their duties;
- e. Arranging seminars, workshops or conferences;
- f. To take measures for the development of law making;
- g. Maintaining a record of all the existing ordinances and other enactments in force in Pakistan and in each province;
- h. To assist parliamentarians and legislative bodies in their efforts to ensure the public's understanding of working of parliament;
- i. To arrange courses on drafting legislations with special emphasis on parliamentary practices;
- j. To manage the internship programs for the parliament and provincial assemblies;
- k. To establish and maintain resource centers for the parliamentarians;
- l. Supporting the parliamentary committees in routine of their duties;
- m. any other function as may be assigned to it by the parliament or the board

Functions and Powers of the Board

In particular and without prejudice to the generality of the powers conferred by section 5 the Board shall: -

- a. Exercise a general control over the institutional affairs;
- b. Approve overall plans, policies and programs of the institute;
- c. Approve annual and long-term business plans of the institute;
- d. Review and approve training and research projects proposed by the Executive Director;
- e. Approve the annual development and non-development budget of the institute;
- f. Approve the organizational structure of the institute and lay down the terms and conditions of service of its employees;
- g. Engage consultants or experts as may be considered necessary for the efficient functional performance of the institute, on such terms & conditions as it deems fit;
- h. Appoint the Executive Director and other officers of the institute and approve their terms & conditions of services;
- i. Constitute sub-committees or advisory committees for the efficient discharge of the functions of the institute;
- j. Ensure the finances for the institute and exercise oversight thereof;
- k. Approve and submit annual report of the institute; and
- l. Make rules to carry out the purposes of this Act

Chapter: 1

Board of Governors

The Section 5 of the Pakistan Institute for Parliamentary Services (PIPS) Act, 2008 vests the overall control, direction and the superintendence of the affairs of the Institute in the Board of Governors (BOG).

The composition of the 22-member BOG of the Institute represents the entire spectrum of parliamentary institutions in Pakistan. Honourable Chairman of the Senate or the Honourable Speaker of the National Assembly by rotation for three years serves as the President of the BOG. Deputy Chairman of the Senate or the Deputy Speaker of the National Assembly by rotation for a period of three years serves as the Vice-President of the BOG. Other members of the BOG includes; Minister for Parliamentary Affairs, the Speakers of four provincial assemblies, four members of the Senate (nominated by the Chairman of the Senate on the basis of party representation in consultation with the parliamentary party leaders) and eight members of the National Assembly (nominated by the Speaker on the basis of party representation in consultation with the parliamentary party leaders). Secretary Senate of Pakistan, Secretary National Assembly of Pakistan and Executive Director of the Institute serve as ex-officio members. The Executive Director of the Institute also acts as Secretary of the BOG.

During July 1, 2015 till June 30, 2016 the Board of Governors (BOG) of the Institute held five meetings and provided leadership, direction and guidance to the Institute to achieve its mandate effectively. The BOG constituted three sub-committees, first; for developing the criteria and shortlisting of the candidates for the post of Executive Director of the Institute, the second for the review of human resource policy of the Institute and propose new organogram with proper job description of the employees of the Institute and the third to tweak the Annual Business Plan of the Institute for 2016-17 to synchronize it with the Strategic Plans of the National Assembly of Pakistan and the Senate of Pakistan.

On September 3, 2015 the Presidency of the Institute rotated for next three years from the Chairman, Senate of Pakistan Senator Mian Raza Rabbani to the Acting Speaker, National Assembly of Pakistan Mr. Murtaza Javed Abbasi. On this occasion Molana Abdul Ghafoor Haideri, Deputy Chairman Senate of Pakistan became the Vice President of the BOG.

On November 9, 2015 after creating new parliamentary history of being re-elected as Speaker National Assembly during the same tenure of the Assembly, Sardar Ayaz Sadiq became the President of the Institutes' BOG.

Board of Governors: Pakistan Institute for Parliamentary Services (2015-16)

S#	Name	Designation
	Sardar Ayaz Sadiq Speaker, National Assembly of Pakistan	President
	Molana Abdul Ghafoor Haideri Deputy Chairman, Senate	Vice President
	Rana Muhammad Iqbal Khan Speaker, Provincial Assembly of Punjab	Member
	Agha Siraj Khan Durani Speaker, Provincial Assembly of Sindh	Member
	Mr. Asad Qaisar Speaker, Provincial Assembly of KP	Member
	Ms. Rahila Hameed Khan Durrani Speaker, Provincial Assembly of Balochistan	Member
	Sheikh Aftab Ahmed Minister for Parliamentary Affairs	Member
	Senator Mir Hasil Khan Bizenjo (replaced Senator Muhammad Humayun Khan Mandokhel on July 23, 2015)	Member
	Senator Farhatullah Babar (replaced Senator Mushahid Hussain Sayed on August 31, 2015)	Member
	Senator Rubina Khalid	Member
	Senator Nuzhat Sadiq (replaced Senator Saud Majeed on May 6, 2016. Earlier Senator Saud Majeed had replaced Senator Muhammad Ishaq Dar on July 23, 2015)	Member
	Mr. Zahid Hamid Federal Minister for Law and Justice	Member
	Syed Naveed Qamar Member National Assembly	Member
	Ms. Marriyum Aurangzeb Member National Assembly	Member
	Malik Muhammad Uzair Khan Member National Assembly	Member
	Mr. S.A. Iqbal Qadri Member National Assembly	Member
	Mr. Shafqat Mahmood Member National Assembly	Member
	Ch. Muhammad Shahbaz Babar Member National Assembly	Member

	Mr. Danyal Aziz Member National Assembly	Member
	Mr. Amjed Pervez Malik Secretary, Senate of Pakistan	Ex-officio Member
	Mr. Abdul Jabbar Ali Secretary, National Assembly of Pakistan	Ex-officio Member
	Mr. Zafarullah Khan Executive Director	Ex-officio Member/Secretary

Meetings of the PIPS Board of Governors (July1, 2015 to June 30, 2016)

S. No	Meeting Date	Attendance
1	October 7, 2015	10
2	February 16, 2016	14
3	April 13, 2016	09
4	May 10, 2016	19
5	May 19, 2016	09

Major Decisions:

- The Board of Governors authorized the Honourable Speaker/ President PIPS BOG to constitute a three member committee of the members of the Board for developing the criteria and shortlisting of the candidates for the post of Executive Director PIPS. Mr. Zafarullah Khan was appointed as the Executive Director of the Institute in the BOG meeting on May 10, 2016.
- A committee was constituted by the Honouable Speaker/ President PIPS Board of Governors to review the PIPS Human Resource Policy, job descriptions and chain of command (Organogram).
- It was decided that a reference will be sent to the Ministry of Law to seek comments on the proposed amendment in the PIPS Act for inclusion of speakers of Azad Jammu and Kashmir and Gilgit Baltistan Legislative Assemblies in the PIPS BOG and in their absence, the Deputy Speakers of respective Legislative Assemblies.
- The Board of Governors approved the revised Budget estimates of Rs. 178.237 million for FY 2015-16 and proposed Budget estimates of Rs. 210.960 million for FY 2016-17 respectively.

The Institute is organized in various wings including; the Research and Information Technology, the Training and Legislation and the Human Resource and Finance for its effective day to day functioning. With specific and specialized services, these wings collectively constitute the vibrant PIPS team to complement the work of honourable legislators.

The Research, Training and Legislation wings provide specialized services to the entire parliamentary population and parliamentary officials in the country. The Human Resource and Finance wing provides support services to effectively and efficiently undertake the mandate of the Institute in the light of vision and guidance provided by the Board of Governors (BOG).

Chapter: 2

Research and Information Technology Services

The PIPS Act, 2008 mandates the Institute to provide research and technical assistance to individual MPs and extend technical support to the parliamentary committees in the performance of their functions.

The PIPS Research Service commenced in May, 2009 with one researcher, which has now evolved in to a well-knit team of four dedicated researchers. Over the years the Research Wing has established three thematic desks i.e. international relations and strategic issues, economy and social sector specifically focusing on Sustainable Development Goals (SDGs) to cater to the increasing research demands of the MPs.

The PIPS Research Wing is also responsible to run Budget Desk, provide intellectual guidance to Parliamentarians' Resource Centre, develop Institutes' library on modern lines, manage Institute's website (www.pips.gov.pk) for general public and the MPs, and prepare publications on parliamentary topics. The Wing also contributes in the Institute's public outreach activities and research collaborations with academic institutions besides providing research support to the Training and Legislative Wing.

Exclusive services for Members of the Parliament and provincial assemblies

The service offers numerous research products for MPs ranging from parliamentary briefs, policy and position papers to comprehensive analytical articles. Research papers on demand are offered to Members of Parliament (MPs) in confidence and kept confidential as per standard practices at the international level. During 2015-16, consolidated targets achieved by the four member research team are as under:

- i. Parliamentary Researches on Demand: 76
- ii. Technical Reports: 09
- iii. Anticipated Papers in PIPS Research Digest: 42
- iv. Handbooks Published: 04
- v. Budget Briefs for MPs: 19
- vi. Budget Orientations: 07 attended by over 150 MPs at Islamabad and provincial assemblies
- vii. Round Tables/Seminars: 07
- viii. National Conferences: 01
- ix. Outreach Events: 12 attended by 1900 MPs, Youth, Women and stakeholders

a. PIPS Research on Demand Service: The PIPS conducted 76 researches on request for individual MPs against the set target of 60 papers in the PIPS Business Plan 2015-16. The deadline of such researches varied from few hours, one day to fifteen days. These services were

offered to parliamentarians in confidence and kept confidential as and till their direction according to best practices followed by international parliamentary institutions such as Congressional Research Services (CRS), Research Unit Parliament of South Africa and the Parliamentary Centre, Canada. The PIPS' own professional team of researcher had been fulfilling all requests received till-date ensuring objectivity, timeliness and reliability.

b. Technical Reports to Standing Committees

The PIPS research wing also offers technical assistance to the standing committees by providing detailed reports on specific subjects. During 2015-16 PIPS Research Wing produced nine (09) technical reports which were shared with chairpersons and members of relevant standing committees. The details are given below:

- i. Detailed report on China Pakistan Economic Corridor (CPEC) for the Senate Committee;
- ii. Report on “countering violent extremism” for Senate Standing Committee on Defence;
- iii. Report on Public Sector Development Programs (PSDP);
- iv. Revision of Rules of Procedures of committees of the Provincial Assembly of Balochistan as well as comparison of ROPs of all assemblies, the Senate and National Assembly for honorable speaker of Provincial Assembly of Balochistan;
- v. Revision of Rules of Procedures of Committees of Legislative Assembly of Gilgit-Baltistan as well as comparison of ROPs of all assemblies, senate and National Assembly for honorable speaker Legislative Assembly of Gilgit-Baltistan;
- vi. Comparative statement of pays and allowances of MPs of eight countries for National Assembly Standing Committee on Rules of Procedures and Privileges;
- vii. Comparative statement of pays and allowances of MPs of all provincial assemblies of Pakistan for National Assembly Standing Committee on Rules of Procedures and Privileges;
- viii. A detailed paper on comparison of pays and allowances of MPs of Pakistan, India and United Kingdom for National Assembly Standing Committee on Rules of Procedures and Privileges;
- ix. Comparative Report on salaries and pension schemes for members of parliament for National Assembly Standing Committee on Rules of Procedures and Privileges.

c. PIPS Monthly Research Digest (Anticipated Research Service): The Institute's Research Wing serves the parliament not only through its *Research on Demand Services* but also provides anticipated information and analysis to MP's for assisting them to develop insights about complex issues and make informed decisions.

The Institute had launched *PIPS Research Digest* on monthly basis in January 2014, which aims at providing insights to Members of the Parliament, four provincial assemblies as well as MLAs

of Azad Jammu and Kashmir and Gilgit-Baltistan on key concepts and ideas pertaining to public policy and good governance in addition to providing different opinions/analysis on anticipated topics about challenges faced by Pakistan. As per the target, each monthly Digest carries 3-4 articles on topics of current and parliamentary importance written after following the Orders (agenda) of the Day at the Senate and National Assembly. The twelve issues of 2015-16 covered 42 topics on current national and international issues.

d. **PIPS Core Curriculum Publications:** The Institute is aware of the primary importance of developing a comprehensive and easy to understand curriculum on various parliamentary topics based on international and national researched material. In this context, the PIPS Research and IT Wing, has published four key Readers, which form the core professional curriculum of PIPS orientation and training programs for parliamentarians as well as parliamentary functionaries not only at the national parliament but also for the provincial assemblies and the legislative assemblies of Azad Jammu and Kashmir and Gilgit-Baltistan. The publications also include a compendium of latest rules of procedures of the National Assembly, Senate, four provincial assemblies and Legislative Assemblies of Azad Jammu and Kashmir and Gilgit-Baltistan. The main publications published during 2015-16 are as under:

i. **Participant's Handbook for Parliamentary Librarians Oct 02, 2015:** A 134 pages book comprising of 12 sections on ILS KOHA. The publication was used during national workshop for parliamentary librarians and information technology officials on ILS KOHA October 6-8, 2015.

ii. **Compendium on Rules of Procedures 2016:** The publication was used during 02 days national conference on "Harmonization of Rules of Procedure of Parliament and Provincial legislatures" on March 30-31, 2016.

iii. **Youth Guide 2016:** The publication was distributed among youth on the occasion of Constitution Day celebration at PIPS on April 12, 2016.

iv. **Conflict Resolution and Negotiation Skills:** This handbook was published on May 05, 2016, that was shared with Committee Chairs as well as utilized as Reader in training programmes.

e. **PIPS Budget Desk for MPs:** The Institute set up a *BUDGET DESK* where a team of officers of Research and Finance Wing remained available throughout the budget sessions to provide briefing papers and assistance to the parliamentarians on budget processes, reading and analyzing the annual budget estimates in order to facilitate the MPs to prepare for meaningful participation in the budget debates. The budget desk also played substantial role in preparing the curriculum on budget analysis for training courses/orientations.

i. **Nineteen (19) budget briefs for MPs:** The budget desk produced 19 papers for individual MPs in addition to a detailed paper on "Current Economic Challenges and

Way Forward” was sent to members of Finance Committees of the Senate and National Assembly.

- ii. **Seven (07) pre-budget and post-budget seminars:** PIPS held 7 events for members of the National Parliament and Provincial Assemblies attended by 250 participants from Parliament of Pakistan, business associations, media and academics;

f. PIPS Data Portal: The Institute has developed in-house data portal which maintains more than 5000 articles, reports and statistical data from national and international sources on education, health and economy including Public sector Development Programs (PSDP), trade and commerce, defense and security and regulatory authorities respectively for parliamentarians and parliamentary functionaries. The repository also contains 2738 articles from various newspapers in the form of Newspaper Index on Defense and Security, Education, Environment and Health.

g. Seminars and Workshops on Matters of Parliamentary/National Importance: As per approved work plan by the PIPS Board of Governors, The Institute’s Research Wing is also responsible to organize round tables, discussions and seminars on current and relevant matters of parliamentary importance. Round tables involve members of standing committees as well as individual members where they are given the opportunity to deliberate on important topic in the presence of subject experts. Some of the round tables are precisely an interaction between MPs and experts to provide an opportunity to freely debate intricacies of national matters while policy seminars are open to all stakeholders including academia and students. During 2015-16, PIPS held following round tables/seminars:

- i. Seminar on “Strengthening Parliamentary Democracy and Dialogue between Parliamentarians and Youth”, on International Peace Day, September 21, 2015;
- ii. National workshop for parliamentary librarians and information technology officials on ILS KOHA October 6-8, 2015;
- iii. Seminar on “Role and Functions of Parliament” with newly elected local representatives of Punjab, January 26, 2016;
- iv. PIPS and Institute of Strategic Studies workshop on “Global Strategic Environment and the South Asian Region”, February 24, 2016;
- v. Seminar on “Climate Change” for members of parliament and academia, March 18, 2016;
- vi. Third “National Constitution Day”, Seminar, on April 12, 2016; and
- vii. Knowledge sharing sessions with Mr. Rob Clement, former director research United Kingdom’s House of Commons at PIPS with support from European Union’s project IP3, April 22, 2016.

h. National Conference Meet on Malnutrition (Feb 17-18, 2016)

The PIPS cherishes its team work at all occasions especially when all three wings of the Institute (Research and IT, Training and Legislation and Human Resource and Finance) work together to provide secretarial support to hold cross cutting conferences, seminars and events in close collaboration with the Parliament of Pakistan.

A similar occasion was the two days (Feb 17-18, 2016) national conference on ‘National Parliamentary meet on Malnutrition’ held under the guidance of National Parliamentary Task Force on SDGs at PIPS. The patron of the initiative Honourable. Speaker National Assembly/President PIPS Board of Governors, Sardar Ayaz Sadiq inaugurated the event. The conference was attended by more than 200 delegates including members of National Assembly, Senate, speakers of the provincial and legislative assemblies, all education and health ministers of the country, representatives of provincial departments of planning and development, leading health practitioners, members of the civil society, media and representatives of the international development community as well as experts on malnutrition, mother and child health.

In this conference, parliamentarians jointly demanded the integration of SDGs units with respective Planning and Development Departments, and in the course of the discussion the most urgent priorities which emerged included: population planning, declaration of malnutrition as an emergency in Pakistan, multi-spectral and integrated approach to malnutrition, parliamentary engagement at all levels, compilation of the existing legislation on nutrition in all the legislative assemblies, increased budget allocation to mother and child health and nutrition, awareness and education integration of malnutrition, up-gradation of primary health care centers, revisiting the cash flow grant schemes of the Benazir Income Support Program to address malnutrition in chronic poverty stricken areas, and increased parliamentary oversight on malnutrition.

Other contributions

a. **Parliamentary Studies Program:** Since the launch of *Parliamentary Studies Program* on February 09, 2015 by Honourable Speaker, National Assembly/President PIPS BoG, Sardar Ayaz Sadiq, PIPS has maintained liaison with participating universities to monitor the progress. The PIPS shared its publications with 30 universities and facilitated them to develop curriculum. Seventeen (17) universities have given consent to start Parliamentary Studies Program and are in the process of developing and designing curriculum. These include; Government College University Faisalabad, University of Balochistan, Quetta, Ssaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Bahauddin Zakariya University, Multan, Bahria University, International Islamic University, University of Gujrat, Fatima Jinnah Women University, University of the Punjab, National University of Science and Technology, The Islamia University Bahawalpur, University of Karachi, University of Peshawar, Capital University of Science and Technology, Institute of Management Sciences Peshawar, National Defence University and Riphah University.

During 2015-16 PIPS signed Memorandum of Understanding seeking cooperation to promote research activities, capacity building, outreach to achieve mutually beneficial goals of serving key decision and policy makers of the Pakistan with Higher Education Commission (HEC), Fatimah Jinnah Women University and Riphah International University. PIPS also offered annual short term internships to 25-20 social sciences students of various universities.

b. PIPS recognized at Regional Network of Parliamentary Research Centres, in Amman, Jordan (March 30-31, 2016): The Pakistan Institute for Parliamentary Services was recognized as a Centre of Excellence at the Regional Workshop of Parliamentary Research Centres led by Honourable Speaker, Parliament of Jordan, Eng. Alef Al Taraweh, held during March 30-31, 2016 at Amman, Jordan. Thirty five (35) delegates comprising leadership (MPs/director generals/heads/directors) of 14 Parliamentary Research Centres from 13 countries: Jordan, Morocco, Tunisia, United Kingdom, Ireland, Iraq, Bahrain, Palestine, Mozambique, Ghana, Sri Lanka, Pakistan and Indonesia participated in deliberations on numerous thematic areas about including; How MPs use parliamentary research and what makes good parliamentary research. Mr. Muhammad Rashid Mafzool Zaka, Director Research and IT, PIPS, was invited as key note speaker on Best Practices of Parliamentary Research. On day two, he also steered the working group on electoral reforms to present Pakistan's case study and progress on this issue.

c. PIPS Outreach Parliamentary Education Program: The PIPS Act 2008, Section 4 (h) tasks PIPS to contribute towards public understating of working of the Parliament. In the subject year PIPS conducted around twelve seminars/plenaries engaging more than 1900 youth, women and members of CSOs engaging with Members of Parliament from all over Pakistan. These outreach events were held at PIPS, Quaid-i-Azam University, National Defence University, Grafton College, Social Sciences Expo, Institute of Strategic Studies and Islamabad College of Arts and Science.

PIPS Parliamentarians Resource Centres (PRCs)

Since its inception, the Pakistan Institute for Parliamentary Services has managed a Parliamentarians Resource Center (PIPS-PRC) at the Parliament Lodges, Islamabad, which provides varied services to the parliamentarians including quick info services, printing, fax, photo-copying and internet facility. PRC is open 7 days a week till 11 pm. From June 2015 to April 2016, 695 MPs visited PRC out of which 528 were males and 167 females. The PRC was used to convene 71 standing committee meetings and 7 party meetings. During the year 2015-16 the PIPS successfully established its satellite offices at the provincial assemblies of Punjab, Khyber Pakhtunkhwa and Balochistan. These offices have appreciably enhanced PIPS outreach and capacity building initiatives in the provincial assemblies, besides serving as coordination office for the SDGs Taskforces at provincial level. In future, PIPS intends to extend its research and legislative support through PIPS Provincial Parliamentary Resource Centres to the Members of Provincial Assemblies.

Interactive Website of the Institute (www.pips.gov.pk)

The Institute has developed its new website (www.pips.gov.pk) which was launched on April 28, 2016. The new website has many features including log-in for individual MPs, E-learning system, research and legislation requisition services, PIPS publications including Parliamentary Research Digest, library services, etc. The website browsing statistics show that it had visitors from within the country as well as the United States of America, United Kingdom, France, Finland, China, Germany, Canada, India and number of other countries. The number of following hits has been recorded, that reflects marked increase in outreach during the year.

Year	Unique Visitors	Total Number of Visits	Total Pages Hits	Bandwidth
2015-16	33,787	101,653	2,424,764	503 GB

PIPS Library: PIPS has developed a library for quick reference of MPs and researchers. The PIPS library is a valuable resource for researchers and parliamentarians. Library staff assists researchers and provide specialized and priority services. The library collection has a special prominence on government, politics, international relations, research methods, training, economics, business, law and history. PIPS library is the only parliamentary library of the country having subscription of JSTOR, reputed digital database of international research journals. The library features study space, wireless internet access, scanning printing and computer stations with access to the library's online catalogue and electronic resources.

The library has added a collection of new 85 titles/books during 2015-16. PIPS library has renewed subscription of 06 periodicals during FY 2015-16 including Pakistan Law Journal (PLJ), Pakistan Legal Decisions (PLD), Supreme Court Monthly Review (SCMR) and All India Reporter (AIR), Harvard Business Review and Foreign Affairs. Library has also established liaison with 10 Universities/ research based organizations and is exchanging publications on regular basis.

Internship:

- i. **Training of interns of Senate of Pakistan February 01-12, 2016:** PIPS conducted training of 46 interns from 08 leading universities including Air University, Pakistan Institute of Development Economics University, International Islamic University Islamabad, National University of Modern Languages, National University of Science and Technology, National Defence University, Quaid-i-Azam University and Ripah University.
- ii. **Two-days orientation workshop for interns under short-term internship program June 30-July 01, 2016:** PIPS Research Wing conducted training of seventeen interns from various higher educational institutions of the twin cities hailing from academic disciplines

including law, political science, economics, management sciences, government and public policy.

iii. **PIPS orientation program for National Assembly interns April 8-15, 2016:** PIPS conducted one week training program for 25 interns of Prime Minister Youth Scheme Internship Program. These interns will work in National Assembly for a period of one year.

Chapter: 3

Training and Legislation Services

The Legislation wing undertook a variety of tasks during the year 2015-2016. The tasks included legislative drafting; assessment of laws; non-legislative business (resolution, motions, questions and calling attention notices); reports, research and briefing papers; public hearings and outreach programs; and publications. Following is an overview of the performance of Legislation Wing during the said year.

During the year 2015-16 the Legislation Wing provided its services to draft 23 private member bills and amendments in the existing laws. Out of which, three (3) were proposed constitutional amendments, ten (10) new legislative proposals on different issues of national importance, seven (7) amendment in existing laws and three (3) proposed changes in Rules of Procedures. The Legislative Service offered legal advice to parliamentarians on their non-legislative business like Resolutions and Call Attention Notices. These services were availed by three Senators, fourteen Members of National Assembly of Pakistan, three Members of Provincial Assembly of Khyber Pakhtunkhwa, two Members of Provincial Assembly of Balochistan and one Member of Legislative Assembly of Gilgit-Baltistan. During the year 2015-2016, the Legislation Wing also drafted fifty-three questions, thirty-two motions, twenty-eight resolutions and twenty-three calling attention notices for the parliamentarians.

To encourage participation of relevant stakeholders in the process of legislation, the Institute held eight events, including public hearings on different bills and seminars on topics of national importance. In collaboration with the Training Wing arranged Public Hearings on Immunization Bill, Cyber Crime Bill involving 200 stakeholders. The Wing conducted assessment of seven national and provincial laws keeping in view the changing political, social, cultural and economic aspects to gauge the efficacy of existing laws. In the area of legislative research, the Legislation Wing provided thirty-four (34) briefing papers on different issues to the parliamentarians. The topics covered in these briefing papers provided a detailed account about existing status of laws in certain areas such as consumer protection, family laws, child rights, human rights, electoral laws and international law etc. Another continuous effort in the light of the PIPS Act, 2008 was updating 'Laws Database'.

During the said period, the Wing also published research papers on a number of national issues such as police system, reforms in FATA, humanitarian laws in Pakistan, comparative study of oversight tools in the Parliaments of United Kingdom, India, Germany and Pakistan etc. The Legislation Wing has also compiled twelve reports on different legal issues during the year.

The Training Wing:

As stipulated in the PIPS Act, 2008 the Training Wing provides technical support to parliamentarians in the performance of their duties by arranging learning event, orientation

sessions, seminars, workshops and conferences both at the provincial as well as national levels. These events are arranged throughout the year and are calendared after approval by the Institute's Board of Governors for each financial year.

During year 2015-2016, the Training Wing arranged numerous capacity building events for national Parliament and provincial assemblies that included different workshops, thematic seminars and conferences. These events included anticipatory as well as the 'need based' and 'demand based' events. Over the years the Training Wing has developed a highly professional pool of domain experts to be the faculty for these trainings.

In 2015-16 the Training Wing arranged 32 capacity building events at the national and provincial level, including its six weeks long flagship 2nd Management Development Course for Parliamentary Officials. About 493 legislators (Senator, MNAs, and MPAs) participated in these events. 194 officials from the parliamentary secretariats received these trainings held in Islamabad, Lahore, Karachi, Peshawar and Quetta. The themes of trainings ranged from office correspondence, writing minutes of meetings, understanding Rules of Procedures, harmonization of Rules of Procedure, Non-legislative parliamentary business and tools, essential IT and communication skills, effectiveness, powers and functions of standing committees, efficacy of the Public Accounts Committees and tools for assessment of legislation.

The Institute arranged thematic orientation sessions on GSP Plus, Children Rights in Pakistan, International Humanitarian Law, Climate Change and Foreign policy and Strategic issues etc. During the year the Institute also arranged orientation sessions for the newly elected members of local government.

Following is the list of major capacity building/trainings conducted by the PIPS during 2015-16:

1. Workshop on Office Correspondence for Committee Staff National Assembly of Pakistan, 04-10 August, 2015.
2. Workshop on Rules of Procedure for Members Provincial Assembly of Khyber Pakhtunkhwa, 18-20 August, 2015.
3. Workshop on Communication Skills for Members Provincial Assembly of Khyber Pakhtunkhwa, 24-28 August, 2015.
4. Workshop on Essential I.T Skills for Members Provincial Assembly of Khyber Pakhtunkhwa-Batch-I, 01-04 September, 2015.
5. Workshop on Essential I.T Skills for Members Provincial Assembly of Khyber Pakhtunkhwa-Batch-II, 14-18 September, 2015.
6. National Workshop for Parliamentary Librarians on ILS KOHA, 06-08 October, 2015.

7. Parliamentary Committees: Power and Functions for officers of National Assembly and Senate of Pakistan, 06-09 October, 2015.
8. Orientation on International Humanitarian Law with Ministry of Law, National Assembly, 05 November, 2015.
9. 2nd Management Development Course for Parliamentary Officials, 11 November- 18 December, 2015.
10. Workshop on Assessing Legislation for Honorable Parliamentarians, 15-16 December, 2015.
11. Orientation on Rules and Responsibilities of New Elected Councilors of Sindh, 17-19 December, 2015.
12. Minutes Writing Skills for National Assembly Officials, 11-13 January, 2016.
13. Orientation Workshop for Honorable Member Legislative Assembly of Gilgit Baltistan Batch-I, 18-21 January, 2016.
14. Orientation Workshop for Honorable Member Legislative Assembly of Gilgit Baltistan Batch-II, 26-29 January, 2016.
15. Role and Functions of Parliament with Local Representatives of the Punjab, 26 January, 2016.
16. Orientation Program for Short Term Interns Senate of Pakistan, 01-04 & 08-12 February, 2016.
17. Workshop on Legislative and Non Legislative Business for Members Provincial Assembly of Sindh, 09-11 February, 2016.
18. Pre Budget Seminar for Members Provincial Assembly of Punjab, 09 February, 2016.
19. Rules of Procedure and Role of Parliamentary Secretaries, Provincial Assembly of the Punjab, 25 February, 2016.
20. National Conference on Harmonization of Rules of Procedure, March 30-31, 2016.
21. Function and Effectiveness of Parliamentary Committees and Rules of Procedure for Committees Chairs Provincial Assembly of Balochistan, 25-26 April, 2016.
22. Capacity Building Event on Presentation Skills for Officers Provincial Assembly of the Punjab Batch-I, 26-27 April, 2016.
23. Capacity Building Event on Presentation Skills for Officers Provincial Assembly of the Punjab Batch-II, 28-29 April, 2016.

24. Capacity Building on Presentation Skills for the Officers of the Provincial Assembly of Khyber Pakhtunkhwa, May 17-18, 2016, Peshawar
25. Orientation Session on Budget making for Interns, national Assembly of Pakistan, May 31, 2016, Islamabad
26. Capacity Building Event for the Staff of Public Accounts Committee (PAC) of the National Assembly of Pakistan May 16- June 22, 2016, Islamabad

Other services:

The Institute shares its state of the art facilities with the Standing Committees of the Senate and the National Assembly of Pakistan. During 2015-16, eighty-eight (88) meetings of various Standing Committees were held at the PIPS campus and Parliamentary Resource Centre at the Parliament Lodges. The Senate Forum for Policy Research held its five meetings at the PIPS campus during 2015-16. The PIPS provides secretarial support to Young Parliamentarian Forum and the Institute facilitated its nine events. The Institute cooperated with Women Parliamentarian Caucus in arranging two events. During 2015-16 the PIPS facilities were used by five Parliamentary Friendship Groups of the Parliament.

Chapter: 4

Human Resource Management (HRM)

Pakistan Institute for Parliamentary Services (PIPS) is a specialized institution dedicated for parliamentary excellence. Since 2008 the Institute is working to cobble-up a smart cohesive team to realize its objectives. Every institute is made of people; Human Resource Management (HRM) is all about acquiring quality services of people, developing their skills, motivating them to the leading and making sure that they continue to maintain their commitment towards the organization. In fact, HRM is concerned with the management of employees from recruitment to retirement.

Presently there are forty three sanctioned posts in officers' grade at the Institute and in 2015-16 out of these only 26 (60 percent) were filled and one officer was on deputation with the Federal Government. Similarly there are 69 sanctioned posts in lower grades and 91 percent are filled. Taking notice of this human resource imbalance the PIPS BOG in its meeting on February 16, 2016 expressed its dissatisfaction over the existing PIPS Recruitment and Conditions of Service Rules, 2010 and felt that job descriptions and chain of command needs to be reviewed. The members of the BOG suggested that since Human Resource review was a highly technical task, therefore, a consultant might be hired to deal with the technical aspects of the assignment. The Board agreed to the proposal and authorized the Honourable Speaker/ President PIPS Board of Governors to constitute a committee of comprised of Members of BOG for PIPS HR Review, with an additional mandate to appoint a consultant through single stage two-envelope bidding process.

Subsequently the President BOG/Speaker National Assembly of Pakistan constituted a six-member PIPS Human Resource Review Committee headed by Ms. Marriyum Aurangzeb and amongst its members including; Senator Farhatullah Babar, Senator Mir Hasil Khan Bizenjo, Senator Rubina Khalid, Mr. Shafqat Mehmood, MNA, and Mr. S. A. Iqbal Qadri to review PIPS Employees (Recruitment and Conditions of Service) Rules, 2010 including job descriptions and organogram.

Accordingly, tender for acquiring services of HR consultant was advertised in daily newspapers and tender documents were submitted by five firms. The subcommittee chaired by Ms. Marriyum Aurangzeb, MNA on April 30, 2016 met to open the technical bid of five bidders one by one. The Sub-Committee went through the technical bids and keeping in view the diversity of their portfolios found it difficult to assess the technical bids without seeking further clarifications from the bidders. Therefore, bidders were asked to make a presentation regarding their proposal to bring clarity for enabling the subcommittee in assessing their technical bids in a more systematic manner. It was decided that if the Sub-committee is satisfied after reviewing the technical and financial bids, it will award the contract to successful bidder as per PPRA rules. After presentations by the vendors, it was decided that vendors would not be able to complete the

task in a befitting manner. The Institute also attempted to hire individual consultant to undertake the task but the Committee found lack of required expertise among the bidding consultants. Therefore the task was assigned to the Executive Director to steer HRM review process as an internal exercise.

Although there is no formal training scheme for the PIPS employees at the national or international, however they won some fellowships after open competitive processes. During 2015-16, the following officers won these opportunities:

1. Mr. Muhammad Aslam Waseem, Additional Director (Legislation), the UN International Law Fellowship Program, Netherland, July-2015
2. Mr. Muhammad Rashid Mafzool Zaka, Director (Research and IT), Five weeks Legislative Fellowship Program, United States of America (October-November, 2015)

Similarly, Ms. Samer Awais, Director (Training and Legislation) participated in the Regional Conference on Minorities in Bangkok, Thailand from 20-21 January 2016.

List of Training workshops attended by PIPS employees (FY 2015-2016)

Sr. No.	Name of Employee	Designation	Training Name	Training Dates	Training Department
01	Mr. Haider Abbas	Additional Director (F)	CFO Summit	19 March, 2016	ICMA Pakistan
02	Mr. Haider Abbas	Additional Director (F)	Public Procurement Rules and Procedures	16-20 November, 2015	STI
03	Mr. Waqas Ahmed Qureshi	Senior Program Coordination Officer	Public Procurement Rules and Procedures	16-20 November, 2015	STI
04	Syed Waqar Abbas Shah	Deputy Director (A & C)	Public Procurement Rules and Procedures	16-20 November, 2015	STI
05	Mr. Habib Khan	Liaison Officer	Public Procurement Rules and Procedures	16-20 November, 2015	STI

Chapter: 5

Budgetary and Financial Management:

The Financial Management System of Pakistan Institute for Parliamentary Services (PIPS) is based on delegation of financial powers, segregation of functions, principles of authorization and values of financial propriety as detailed in the PIPS Financial Management Manual / Accounting Procedures, 2010.

Total approved budget stood at Rs.157.489 million during the FY 2015-16. The overall expenditure for FY 2015-16 remained at Rs. 141.765 million in various heads of accounts. The detailed breakup and head wise comparison with the expenditure for FY 2014-15 is given in the Statement of Cash Receipts and Payments. As per Section 12(a) and 12(b) of the PIPS Act, 2008, total annual expenses of the Institute are shared by the Senate and the National Assembly in the ratio of 1/3rd and 2/3rd, respectively. The funds released by the Senate and the National Assembly are kept in lapsable assignment accounts, which are operated under the Revised Procedures of Assignment Accounts issued by the Controller General Accounts (CGA). In accordance with the decision of the board of governors, each of the provincial assembly presently contributes Rs. 7 million per annum to PIPS. This contribution is kept in non-lapsable account and the unspent money, if any, is carried forward and adjusted from the annual contribution of succeeding year. The respective provincial assembly has accordingly contributed the differential amount so as to make its contribution stand at Rs. 7 million.

While carrying out financial transactions, the checks and balances prescribed in PIPS Financial Management Manual / Accounting Procedures, 2010, General Financial Rules (GFR) and System of Financial Control and Budgeting, 2006 were duly adhered. Compliance with the PPRA Rules, 2004, was ensured during all stages of the procurement processes.

In order to further strengthen the internal control mechanism and by following the best practices, the independent office of Chief Internal Auditor (CIA) carried out the internal audit of the PIPS accounts for FY 2015-16. During the FY 2015-16, the CIA also provided the assistance to the Executive Director being the Principal Accounting Officer (PAO) as and when required in making the financial and administrative decisions.

Development partners:

The PIPS is adequately funded by the Parliament and the provincial assemblies, it also closely works with development partners in the field of parliamentary strengthening and democracy development. During 2015-16 the PIPS collaborated with European Union funded project IP3, Konrad Adenauer Stiftung, Westminster Foundation for Democracy (WFD) and Aga Khan Rural Support Program for various activities.