

# Parliamentary Development and Reforms

A stylized staircase graphic composed of brown lines, positioned on the right side of the slide. It starts from the bottom left and ascends towards the top right, crossing the boundary between the red and grey background sections.

**Internal Work Plan of  
Senate Administration, 2013-15 &  
Donor Interventions viz-à-viz  
Political will & Ownership  
2015 - 2017**

Amjed Pervez Malik



Inter-Parliamentary Union  
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“The experiences of the Pakistan Senate have closely mirrored those shared by many parliaments in the developing world during the crafting of the Common Principles for Support to Parliaments that Secretary Malik references in this booklet. The principles draw on 40 years of experience within parliaments, summarizing the most important and aspirational elements of parliamentary development and advocating a prerequisite that Parliament alone is in the best position to articulate its needs. I commend the work of Secretary Malik and the Pakistan Senate to develop the capacities of the Senate and for sharing lessons learnt through this booklet. It has been a pleasure working and learning with many officials of the Pakistan Parliament over the past years and look forward to our upcoming collaboration on legislative drafting.”

**Norah Babic**

Manager Technical Cooperation  
Inter-Parliamentary Union (IPU)



UNDP is proud to be in partnership with legislative institutions at the federal and provincial levels in Pakistan providing technical assistance. UNDP’s working relation with the Senate is based on the principle that Parliaments are best suited to identify the areas they need to improve in and lead the initiatives aimed at enhancing their own capacities. This is also reflected in the Memorandum of Understanding (MOU) for assistance that UNDP signed with the Senate Secretariat in 2016.

This document — while providing an insight into the Senate of Pakistan’s renewed strategic vision and administrative plan — reflects decades of partnership experiences and plans for parliamentary assistance in the country, most of which Mr. Malik has been part of during his longstanding association with the Senate. This publication, compiled under the Inter-Parliamentary Union’s Common Principles of Support to Parliaments, could be useful for individual professionals as well as organisations involved in parliamentary assistance in Pakistan to prioritise their strategies and plans in light of its contents.

**Darren Nance**

Chief Technical Advisor  
United Nations Development Programme (UNDP)

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# Introduction

This publication contains three different documents compiled or presented during the period 2013-2016. The document titled *Strategic Vision and Administration Plan of the Senate of Pakistan 2013* was prepared by a Committee headed by me as Special Secretary Senate. The other two documents included are Papers presented at the Association of Secretary Generals of Parliament (ASGP) meetings held at Inter-Parliamentary Union Assemblies in Geneva in 2014 and 2016. The primary objective of this compilation is to consolidate evolving thinking and learning on cross cutting subjects of parliamentary development and reform through efforts from within and outside.

The aim of this publication is to underline and highlight that the Parliamentary Reforms and Development are primarily dependent upon the Parliaments themselves. External push, financial and technical support by Parliamentary development practitioners and organizations, can in no way substitute the internally demanded, desired and driven efforts. The external support can at best complement, that too, with certain preconditions and at a certain stage. The purpose is not to criticize the donor agencies and countries but to share experiences of effective use of taxpayers' money and value for money. The study highlights the importance of using already established and existing decision making 'structures' and 'sub structures' within Parliaments instead of wasting too much time, energy and resources on creating new parallel structures, which are neither as effective nor are they as sustainable as those that existed previously.

When the Senate Administration plan was prepared and the undersigned made his first presentation, the ASGP and IPU were discussing and finalizing the 'Common Principles for Support to Parliaments'. It is heartening to note that the principles which were approved, and had since been ratified by a number of parliaments and parliamentary development organizations, addressed the concerns and incorporated some of the suggestions given in the Presentation. The Common Principle No. 1, 2 and 8 specifically talk about these and the IPU Document also mentions *internal* and *external* aspects of parliamentary development efforts. Whether internal or external, "support should be based firmly on Parliament's own well defined priorities",<sup>1</sup> the document concludes.

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<sup>1</sup>."Common Principles for support to Parliaments" Document adopted by IPU member Countries.

## A New Paradigm in Senate of Pakistan

Senate of Pakistan is renewed in March every three years, when half of the Members retire, resultantly, half of the membership is elected afresh alongwith the elected leadership i.e. Chairman, Leader of the House, Leader of the Opposition and Parliamentary Party Leaders. After its renewal in March, 2015, Pakistan Senate has taken a quantum leap towards adopting and implementing a new developmental strategy that is entirely self-conceived and implemented, driven by the elected leadership especially the Chairman and House Business Advisory Committee, supported and implemented by the Secretariat. The debate about role of individual vs. institution will go on. However, one thing is established that in an institution like the Parliament it is the individual as well as collective leadership of the time that sets in motion changes and reforms which remain elusive despite the availability of best of advice and big amounts of money. Chairman Senate Mian Raza Rabbani is a seasoned political worker turned leader who has more than three decades of experience as elected Parliamentarian/Senator. The Leader of the House and Opposition are also experienced Parliamentarians. All three have a common thread of being highly professional and experienced lawyers. The Secretariat is headed by me and supported by some energetic, educated and passionate team members. While the primary driver of reforms and initiatives is leadership of Senate, every effort is deliberated, decided and monitored by the House Business Advisory Committee.

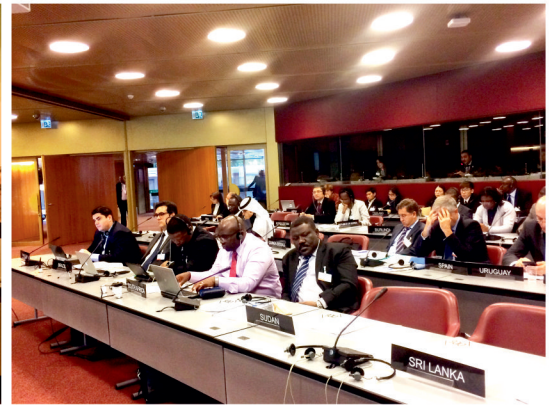
At Pakistan Senate, we have developed and strengthened internal mechanisms, amended rules of procedure and laid the foundations of a new reformation discourse. We have conceived and adopted a method that puts Parliament in control and gives ownership of the reforms process through indigenous planning and self-reliance, leaving minimal dependence on outside/foreign component – and that, too, on the basis of partnership, and not unilaterally. This is the way forward for sustainable parliamentary development. IPU and UNDP are partnering with us in this regard. UNDP has provided resources on specific activity or need basis e.g. in renovation and merger of the Library and Research Services. IPU is working as the umbrella organization in helping to establish and train a dedicated Legislative Drafting Unit for Private Members.

The Following Chapters depict the recent history of Parliamentary development thinking, planning and actual implementation in the Senate of Pakistan. Brief history has been tracked and significant developments recorded during a term when Senate was able to achieve much more than envisaged under the Administration Plan in many areas whereas some other areas, mainly in the domain of Administration, remain un-implemented and require a fresh review. This document will help in further strategic thinking and future planning.

**Paper Presented by the Secretary Senate**  
at the Association of Secretaries General of Parliaments(ASGP)

Geneva Oct, 2014







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**Second Expert Roundtable of IPU**  
**on the Common Principles for Support to Parliaments**  
**Proactive Parliaments: Bolstering Self-Development**

How Parliaments govern their own Development:  
Good Practices and Lessons Learned  
**Pakistan Senate as a Special Case Study**

Presented by:  
Amjed Pervez Malik  
Secretary General , Senate of Pakistan  
IPU Headquarters Geneva, March 29,2018



It gives me pleasure to record the contributions made by Mr. Amjed Pervez Malik, Secretary General Senate of Pakistan in various roles and positions for the Commonwealth Parliamentary Association (CPA). His most recent contribution was a base working draft for formulation of Standing Orders for CPA General Assembly meetings. His earlier contributions included proactive engagement and contribution in developing Benchmarks for Democratic Legislatures developed by CPA in collaboration with World Bank Institute. He has been very active in the Asia Region of the Association and drafted the CPA Asia Region Constitution on its separation with India Region in August 2005.

During recent interactions I have found him passionate about the image of Pakistan in the face of different challenges and issues facing the country.

Mr. Akbar Khan  
Secretary-General

Commonwealth Parliamentary Association



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