Provincial Assembly of Balochistan

STRATEGIC PLAN
2024-29

INCLUSIVE, PEACEFUL, AND PROSPEROUS BALOCHISTAN

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Acronyms

EU	European Union
IPU	Inter-Parliamentary Union
IT	Information Technology
ICT	Information and Communication Technology
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MPA / MPAs	Member(s) of Provincial Assembly
MuP	Mustehkam Parlimaan
PAC	Public Accounts Committee
PILDAT	Pakistan Institute of Legislative Development and Transparency
PIPS	Pakistan Institute for Parliamentary Services
SPC	Strategic Planning Committee
SO	Strategic Objective

Message from the Honourable Speaker

The first Strategic Plan of the Balochistan Assembly is a major milestone for the honourable members and the Secretariat. Being the youngest legislature of Pakistan's geographically largest province, the Balochistan Assembly will strive to enhance its effectiveness, efficiency, and responsiveness to the needs of its citizens. This Strategic Plan, a process initiated by the previous Balochistan Assembly in 2022, is a journey towards evolving as an institution that reflects the will of the people.

Though the Balochistan Assembly has already taken several initiatives to improve its core work of lawmaking, representation, and oversight; the Strategic Plan further lays down a forward looking and ambitious roadmap aimed at enhancing the efficiency and effectiveness of the House processes.

In the 21st century, information technology has helped the parliaments shed their exclusive club image, proactively explaining their role and how their work directly impacts the people. Over the next five years the Balochistan Assembly will be reaching out to the people to help them appreciate its work and its unique contribution towards improving governance.

Though the process of strategic planning started in 2022, it was decided to finalize it after the elections for the next Assembly. The idea was to give the House five years to achieve the goals and targets of the Strategic Plan. Following the 8 February 2024 general elections, the process of strategic planning was resumed.

I extend my sincere thanks to the honourable members, both from the previous and the current Assembly, for making valuable contributions to the Strategic Plan. The support of the Secretariat and the Mustehkam Parlimaan (MuP) has been critical in the development and finalization of this document.

Now that we have strategic direction for the next five years, it is time for the honourable members and the Secretariat to proactively ensure its implementation.

Capt: (retd:) Abdul Khaliq Khan Achakzai

Message from the Secretary

The Balochistan Assembly's five-year Strategic Plan charts a path for enhanced legislative performance, transparency, and citizen engagement.

This Strategic Plan is the output of wide consultations, thoughtful introspection, and an unwavering commitment to strengthening the Balochistan Assembly as a responsive and inclusive institution. It reflects our collective aspirations to modernize procedures, build institutional capacity, and deepen public trust in the parliamentary democracy.

We have set ambitious but achievable goals: digitizing core operations, professionalizing legislative support services, strengthening oversight mechanisms, and fostering meaningful engagement between elected representatives and the people they serve.

I am grateful to honourable members, staff of the Secretariat, and the MuP for developing a Strategic Plan grounded in local realities yet aligned with the best global practices.

Tahir Shah Kakar

Executive Summary

The first Strategic Plan 2024-29 of the Balochistan Assembly is aimed at improving legislative processes, strengthening oversight of the executive, increasing citizen engagement, and enhancing the capacity of the Secretariat. This need for self-development is based on global parliamentary trends which emphasize that legislatures must continuously evolve to effectively perform their role of lawmaking, oversight, and representation.

Initiated in 2022 through consultations with members of the previous Assembly and Secretariat, the planning process resumed after the February 2024 general elections, allowing the new Assembly a full five-year window for implementation. A Review and Validation Workshop in September 2024 helped refine the plan and confirm its strategic priorities.

The plan is guided by the vision of an inclusive, peaceful, and prosperous Balochistan, and a mission focused on excellence in representation, legislation, and oversight. Core institutional values include integrity, tolerance, inclusiveness, excellence, and transparency.

The Strategic Plan is structured around four interlinked objectives: (1) enhancing knowledge, capacity, and resources for quality legislation; (2) strengthening the oversight role of the Assembly; (3) deepening citizen engagement and improving public outreach; and (4) modernizing systems, processes, and staff skills to ensure institutional efficiency and performance.

To support quality legislation, the Assembly will establish an in-house team of legislative drafters and a strengthened Research Wing, backed by training, expert partnerships, and evidence-based analysis. Standing Committees will be equipped with research support and specialized training to enhance scrutiny of bills before they are tabled.

Oversight will be reinforced by expanding the powers and functionality of Standing Committees, amending Rules of Procedure, improving coordination with government departments, and equipping members and staff with the knowledge and tools to track executive performance and public resource utilization.

Citizen engagement will be enhanced through a revamped website, proactive use of media and social media platforms, and mechanisms for public input on legislative and oversight matters. Standing Committee proceedings will be made more visible, and outreach to citizens and journalists will be strengthened.

Institutional modernization will involve upgrading IT infrastructure, launching a digital library and intranet platform, supporting staff skill development, and providing legislators and Secretariat staff with exposure to national and international best practices. The Assembly will also review its organizational structure and Rules of Procedure to support continuous improvement.

An Implementation Matrix accompanies the plan, detailing time-bound strategic actions, measurable Key Performance Indicators (KPIs), and designated responsibilities. Risks such as limited ownership, funding constraints, resistance to reform, and slow rollout have been identified, with mitigation strategies including early wins, stronger political buy-in, operational planning, and dedicated monitoring mechanisms.

This Strategic Plan provides a clear roadmap for the Balochistan Assembly to evolve into modern, transparent, and high-performing legislature that better serves its citizens and upholds democratic values.

History

The Provincial Assembly of Balochistan was established under a Presidential Order on 30 March 1970, after the dissolution of one unit and declaring Balochistan a separate province. The first election for the provincial assembly was held on 17 December 1970. The first Balochistan Assembly had 21 members, comprising 20 general seats and one reserved for women.

The first session was held on 2 May 1972 at the historic Shahi Jirga Hall (Town Hall) in Quetta. Muhammad Khan Barozai and Molvi Shams-ud-Din were elected as Speaker and Deputy Speaker, respectively. Sardar Attaullah Mengal served as the first Leader of the House and Ghous Bakhsh Raisani as the Leader of Opposition. Since then, there have been 11 general elections, with composition of the Balochistan Assembly growing to 65 members - 51 general, 11 women, and three minority seats.

On 12 February 1973, the Balochistan Assembly was dissolved, and the Governor Rule was imposed. After about two months of Governor Rule, the legislature resumed functioning on 27 April 1973 under the leadership of Mir Jam Ghulam Qadir Khan. Qadir Bakhsh Baloch was elected as Deputy Speaker on 3 June 1974 after the martyrdom of Molvi Shams-ud-Din. On 6 December 1976, Muhammad Khan Barozai was elected Leader of the House unopposed after Mir Qadir resigned a few days back. However, Mir Qadir was elected as the Speaker of the House.

The first Balochistan Assembly passed 50 bills which became laws. It also debated and passed 18 privilege motions, 29 adjournment motions, and 75 resolutions. During its tenure, the legislators raised a total of 1130 questions.

The foundation of the present Assembly building spread over 12 acres was laid in 1973 by the then Governor Balochistan, Nawab Muhammad Akbar Khan Bugti. However, it was inaugurated on 28 April 1987 by the then Prime Minister, Muhammad Khan Junejo.

Background

The strategic planning process of the Balochistan Assembly started in December 2022. This was the first initiative to develop a Strategic Plan for the Provincial Assembly. The members of the Strategic Planning Committee (SPC) met in Karachi for two days.

The strategic planning workshop discussed in detail the strengths and weaknesses of the Provincial Assembly, along with the opportunities and threats. As the Balochistan Assembly was in the last year of its five-year tenure, it was decided that the Strategic Plan may be finalized after the general elections.

This was based on the fact that the new House would have five years to implement the Strategic Plan. As the previous SPC has done the spadework for the Strategic Plan, a two-day Review and Validation Workshop on 19 and 20 September 2024 was arranged with the members of the SPC and the Secretariat.

Apart from the SWOT analysis, the previous SPC had finalized the strategic objectives (SOs), priority actions, and KPIs. At the Review and Validation Workshop, the SPC members and the Secretariat staff reviewed the plan and suggested further improvements.

Parliamentary Self-Development

In 2014 the Inter-Parliamentary Union (IPU) prepared *the Common Principles for Support to Parliaments* to guide legislatures in meeting the challenges of the 21st century. The main emphasis is on parliaments taking the lead in their development. "Parliament alone is best placed to articulate its needs and to define broad strategic objectives, as well as tactical approaches to particular activities." According to the Common Principles, "well-structured and resourced parliaments are essential to a vibrant democracy, maintaining peace, upholding the rule of law and human rights, advancing gender equality and youth participation, increasing economic prosperity, and promoting social justice." Parliaments are working to develop their capacities "to better respond to the increased scrutiny and growing expectations from people for more efficient and effective service for their representatives."

There are five reasons, according to IPU, for parliamentary self-development.

Strengthening parliament reinforces democracy	Parliament has a critical role in the modern democratic State. Consequently, its continuing relevance to the State and society speaks to the health of democracy, while the strength of parliament's determination to carry out its functions in a way that is understood, endorsed by, and of clear benefit to the electorate is a key marker of its vitality.
Self-development facilitates the work of parliamentarians	Parliament's procedures and working methods need to be transparent and up to date, and accessible to parliamentarians. They must be the product of a continuous process of self-development and renewal. Parliament's work loses relevance unless parliamentarians and officials act consciously as agents of positive change.
Capacity-building not capacity substitution	Self-development encourages parliament to call the shots, and to refine the quality and relevance of external support. When parliament adopts a dynamic leadership role, it is less likely to become stuck in dependency culture where capacity substitution blocks capacity-building.
Self-development encourages parliaments to build from the inside	Self-development encourages strong internal resilience: the desire to build capacity by drawing first and foremost on parliament's internal resources and information. Self-development rests upon institutional self-awareness, i.e., an information-rich environment.
Self-development allows parliament to avail of external partnerships to better effect	External partners are an important resource for parliaments. In particular, parliaments that are operating in development contexts, are undergoing rapid change or are under-resourced are likely to find the assistance of support organizations useful.

Source: *IPU; Putting parliamentary self-development into practice- A Guide to the Common Principles for Support to Parliaments*

Vision, Mission, and Values

VISION

Inclusive, Peaceful, and Prosperous Balochistan

The vision of the Balochistan Assembly revolves around *inclusivity*, with all citizens regardless of background or status, included in the political, social, and economic life. Peace is central to achieving long-term stability, which leads to economic growth and improved living standards.

MISSION

To achieve excellence in discharging responsibilities of representation, legislation, and oversight

The mission is to achieve excellence in the core functions of the legislature – representation, legislation, and oversight. The House seeks to contribute to effective and democratic governance, which is responsive to the needs of the citizens.

VALUES

1. **Integrity:** The Assembly upholds the highest standards of honesty, ethical conduct, and accountability in all its proceedings and public dealings.
2. **Tolerance:** It embraces diverse opinions and encourages respectful dialogue to create a democratic culture grounded in mutual respect and understanding.
3. **Inclusiveness:** The Assembly is committed to ensuring that all voices, especially those of marginalized and underrepresented groups, are heard, valued, and reflected in legislative processes.
4. **Excellence:** It continuously seeks to improve institutional performance, embracing innovation, best practices, and capacity development to serve the people of Balochistan more effectively.
5. **Transparency:** The Assembly operates with openness, making its decisions, processes, and outcomes accessible and understandable to the public to strengthen democratic accountability.

SWOT Analysis

The SPC members and the Secretariat staff reviewed the SWOT analysis conducted in December 2022. The Review and Validation Workshop in September 2024 discussed in detail the strengths and weaknesses of the Balochistan Assembly and its work along with opportunities to address shortcomings.

Strengths

- Swift Decision Making: The Balochistan Assembly is the smallest legislature among the four provincial assemblies. This was seen as a strength in terms of swift decision-making. In 2022, the Balochistan Assembly passed 39 bills–evidence of moving forward on the core area of legislation.
- Public Accounts Committee: The PAC of the Balochistan Assembly is performing efficiently.
- Standing Committees: Together with the PAC, Standing Committees are improving in both their functioning and performance.
- Improving Lawmaking: The members are committed to improving the legislative business.
- Strengthened Secretariat: The Balochistan Assembly Secretariat has around 700 staff, which was considered adequate to meet the needs of the 65 legislators.
- Information and Communication Technology (ICT) and Library: ICT and library facilities are available.
- Debates: The debates of the Balochistan Assembly are uploaded to the website on the day following the session.
- Close Working Relationship among Legislators: Legislators representing various political parties in the House have strong interpersonal relations and friendly communication. This helps to expedite the House business.
- The New Building: The Balochistan Assembly will be moving to a new building, which will have dedicated rooms for Standing Committees. The space allocated for the library will be more than double.
- Caucuses: The Balochistan Assembly has established a Women's Caucus. The House also plans to establish a Minorities Caucus.

Weaknesses

- Weak Committee System: Overall, there is a need to improve the working and performance of the Standing Committees. The committee chairs are not empowered

to make decisions. There is a need to revise the Rules of Procedure to give Standing Committees greater power, particularly regarding oversight.

- Lack of Staff for Standing Committees: Currently, there is a lack of staff for the Standing Committees.
- Weak Oversight: Overall, the oversight role of the Balochistan Assembly is weak.
- Equal Representation: Ensuring equal representation of constituents is challenging for members due to the large geographical spread of constituencies in Balochistan.
- Lack of Research for Lawmaking and Oversight: The core areas of legislation and oversight are not backed by authentic and timely research.
- Ministers' Disinterest in Question Hour: Ministers avoid attending Question Hour. It has also been noted that when present, the ministers are not well prepared to answer the questions. Additionally, the Secretaries of the departments are seldom present in the House. The questions remain deferred for months.
- Lack of Financial Resources: The House lacks sufficient funds for institutional strengthening. Development partners mostly support capacity building, exposure visits, and exchange programs.
- Limited Use of ICT Facilities: The use of ICT in the management of House business, communication, and citizen engagement is still limited.
- Unskilled Staff: Secretariat staff needs skills development.
- Lawmaking: The Secretariat and the legislators need capacity building to effectively manage various stages of the legislative process.
- Bypassing Lawmaking Stages: Bills are often placed before the House without the prior scrutiny of the relevant Standing Committees, which results in poor legislation.
- Inadequate Infrastructure: Existing infrastructure is inadequate. However, a separate block for Standing Committees is in final stage with offices for chairpersons and space allocated for the library.

Opportunities

- Adopt the National Assembly Rules of Procedure: The Balochistan Assembly can adopt the National Assembly's Rules of Procedure to enhance its functioning, particularly that of the Standing Committees. The National Assembly's Rules of Procedure provide Standing Committees extensive powers for oversight under Rule 201(4). The SPC can request the Speaker's office to adopt the Rules of Procedure of the National Assembly.
- Enhancing the role of Standing Committees in oversight: Amendments in the Rules of Procedure can enhance the Standing Committees' oversight role.
- Natural Resources: The province is rich in natural resources. The House should focus

on lawmaking about natural resources. The Standing Committee on Industry, Mines, Mineral Development, Labour, and Manpower can recommend on how to improve them in terms of investment. Similarly, the lawmaking should also focus on encouraging investment in districts rich in minerals.

- Research Support for Lawmaking and Oversight: The in-house Research Unit will be strengthened, which will develop linkages with think tanks, academic institutions, and experts. The House will support lawmaking with specialized research and evidence-based analysis.
- Use of outside Expertise and Knowledge: Specialized sources of expertise and knowledge, such as PIPS and PILDAT, as well as international resources, should be optimally utilized.
- Information and Communication Technology: The automation of the House can help improve its working and extend outreach and engagement with the citizens. In the recent past, the ICT infrastructure of the House has been upgraded.
- Digital Library: A digital library of the House can help the legislators in their parliamentary work. The staff of the digital library can meet the multiple requirements of the legislators quickly and smoothly. The digitalization of library is in process.
- Use of External Expertise and Services: External expertise and services such as PIPS are available to the members and staff.
- Improving Presence on Digital Media Platforms: Social media platforms can help improve the outreach of the Balochistan Assembly.

Threats

- Lack of Resources for Implementing the Strategic Plan: The lack of resources can be a hurdle in achieving the goals and targets of the Strategic Plan. The Balochistan Assembly may explore options for generating financial resources other than the government.
- Coverage of the House Proceedings: House proceedings receive minimal media coverage, with attention often focused on negative aspects.

Strategic Objectives

1. Enhance knowledge, capacities, resources, and facilities for quality legislation

The Balochistan Assembly will build institutional capacity to conduct evidenced-based research to perform strategic analysis and adopt best practices to improve lawmaking process and enact high-quality laws. A dedicated team of legislative drafters within the Secretariat will be developed. In this regard, the Balochistan Assembly will benefit from the experiences of the National Assembly, Senate, and the Punjab Assembly. This in-house expertise will help improve the quality and relevance of lawmaking. The House will support lawmaking with specialized research and evidence-based analysis. For this, the in-house Research Unit will be strengthened, which will develop linkages with think tanks, academic institutions, and experts. The Provincial Assembly will arrange regular training and exposure to national and international best practices vis-à-vis legislative processes. The role of Standing Committees is critical in reviewing and scrutinizing draft bills introduced in the House. This role of the Standing Committees will be strengthened through specialized training in legislative review and analysis. For this purpose, the Standing Committees will have access to research support and subject experts to ensure all proposed legislation is thoroughly examined and improved before debate and voting in the House.

Strategic Priorities

- The House has an in-house capacity for quality legislative drafting;
- The House has access to specialized sources of research and analysis to support legislation;
- Honourable legislators and the Secretariat staff are periodically exposed to best practices of legislation on national as well as international level; *and*
- Standing Committees are competent to scrutinize and add value to the draft bills before tabling these in the House.

2. Strengthen the oversight function of the House

Oversight is one of the three core work areas of legislature. The Balochistan Assembly will improve its oversight function vis-a-vis the executive, mainly through the Standing Committees. As the Balochistan Assembly will be shifting into the new building, a particular focus will be on improving the efficiency of Standing Committees by providing them with dedicated space and staff support. The dedicated staff will assist the Standing Committees in organizing hearings, preparing reports, and coordinating with the relevant government departments. The Balochistan Assembly will amend the Rules of Procedure to strengthen the oversight role of the Standing Committees. The Rules of Procedure of the National Assembly and Senate will be studied to amend the rules of the Balochistan Assembly.

Understanding the duties, functions, and operations of government departments is a prerequisite for legislators and the staff of the Standing Committees to conduct effective oversight. The legislators and the staff of the Standing Committees will be provided training on the workings of the government. This knowledge will equip the Standing Committees to scrutinize executive actions, evaluate the implementation of laws, and ensure that public resources are used efficiently and transparently.

Strategic Priorities

- Effective oversight of the executive through Question Hour;
- Standing Committees have dedicated offices and secretarial support for smooth functioning;
- Standing Committees empowered for oversight role;
- Members of Standing Committees and the Secretariat staff have the necessary knowledge about the working of government departments, which enables them to effectively perform the oversight role; and
- The Rules of Procedure make it mandatory for government departments to provide information requested by the House or Standing Committees within a certain period.

3. Improve citizen engagement, outreach, and communication for more inclusive and profound representation

The Balochistan Assembly will improve citizen engagement by enhancing outreach. Over the last five years, the Balochistan Assembly has revamped its website, with a focus on informing the people about its role and work. The website will be revamped further to ensure two-way communication between the House and the constituents. Currently, the website provides information about the parliamentary calendar, the work of the House, news and updates, find your MPA, history, role, and infrastructure of the Assembly, etc. It also provides information about the House through guides for the citizens, youth, and children. Information about the Standing Committees is also available. The Balochistan Assembly will utilize print, electronic, and social media platforms to share information about the legislative work, invite public participation in consultations, and educate citizens about their role. A major focus will be on engaging with the print and electronic media to improve the coverage of House proceedings to counter the negative coverage. As and when required, outreach events for the legislators will be arranged. The Balochistan Assembly will put in place mechanisms to obtain citizens' feedback on lawmaking, oversight, and representation. To achieve this strategic objective, the Balochistan Assembly will strengthen the Public Relations wing.

Strategic Priorities

- The website is redesigned to project the Assembly's image and performance in an interesting and user-friendly manner;

- The Balochistan Assembly is proactively using print, electronic, and social media for constructive interaction with citizens, aimed at informing, engaging, and educating them, as well as understanding their issues and expectations from the House;
- Local mainstream and social media journalists cover the performance of the House and its Standing Committees accurately; and
- Citizen feedback obtained from multiple sources is factored into the conduct of Assembly business, including legislation, oversight, and representation.

4. Continuously improve systems, processes, and skills to make the House a modern, efficient, and performance-focused institution

The Balochistan Assembly will evolve into an efficient institution by modernizing its systems and processes, fostering skills development, and ensuring legislators and staff are equipped with the necessary tools and resources. Opportunities both for the legislators and the Secretariat staff will be created to witness and take part in global best practices in parliamentary business through international conferences, workshops, and exchange programs. The House will ensure it is equipped with state-of-the-art information technological tools and modern facilities, facilitating the work and administration of the legislature. The IT systems will be upgraded to streamline the work of the House. To ensure the optimal use of information technology, the Balochistan Assembly will support the legislators and the staff in gaining proficiency in using the latest tools and facilities. The organizational structure and human resources will be assessed in terms of adequate skilled staff available to meet the needs of the House, especially Standing Committees. As and when required, the Rules of Procedure will be amended to achieve the objective of a modern and efficient House.

Strategic Priorities

- Honourable legislators and Secretariat staff are exposed to the best practices in parliamentary business;
- Honourable legislators and the Secretariat staff have access to modern technology and facilities needed to function effectively;
- Organizational structure, human resource pool, and staff competencies of the Secretariat are appropriate to meet the needs of the House and the Standing Committees; and
- Rules of Procedures are periodically updated to enhance the effectiveness and efficiency of House functions.

Implementation Matrix

The Implementation Matrix provides a structured roadmap to operationalize the Balochistan Assembly's Strategic Plan. It translates overarching goals into measurable and time-bound actions across four pillars: strengthening in-house legislative drafting, building research capacity, exposing members and staff to best legislative practices, and enhancing the effectiveness of Standing Committees. Each strategic priority is clearly aligned with specific KPIs along with timeframe, ensuring accountability and progress tracking. For activities that will be repeated periodically, the timeframe is marked as "ongoing." Responsibilities are also assigned to relevant units within the Secretariat, including the Legislation Wing, Research Wing, Committee Wing, and administrative leadership.

SO-I: Enhance knowledge, capacities, resources, and facilities for quality legislation

Strategic Priorities	KPIs	Timeframe	Responsibility
1.1 The House has an in-house capacity for quality legislative drafting.	1.1.1 Number of specialized legislative drafters trained, recruited, and employed	Within Year 1	Secretariat
	1.1.2 Number of trainings on legislative drafting arranged and attended	Ongoing	Secretariat
	1.1.3 Average time taken by the in-house team to prepare and finalize draft bills	On average, a bill is drafted in a month	Legislation Wing
	1.1.4 A mechanism is in place to assess the quality of in-house drafted bills based on clarity, legal soundness, and adherence to legislative guidelines	Within Year 1	Secretariat
	1.1.5 Assess the legislators' satisfaction with legislative drafting services	At the end of every parliamentary year, a survey of members is conducted on satisfaction with the provision of drafting services	Secretariat
	1.1.6 In-house legislative drafting team collaborating with counterparts in the parliament, and provincial assemblies, along with experts and researchers. (Membership in legislative drafting associations such as the Commonwealth Association of Legislative Counsel and the International Association of Legislation)	At least four interactions/ collaborations with counterparts in the parliament/ provincial assemblies on legislative drafting techniques per year	Secretariat

Strategic Priorities	KPIs	Timeframe	Responsibility
1.2. The House has in-house capacity as well as access to specialized sources of research and analysis to support legislation.	1.2.1 A dedicated Research Wing in the Balochistan Assembly. (Budget allocated for the Research Wing)	Short term	Speaker's Office/Finance Committee
	1.2.2 Four Researchers hired	Short term	Secretariat
	1.2.3 Number of specialized training sessions conducted for the research staff	Two specialized training programs for researchers in and outside Pakistan per year	Secretariat
	1.2.4 Partnerships with academic institutions, think tanks, or research organizations	Partnerships established with at least three research institutions in Year 1	Research Wing
	1.2.5 Number of research requests processed by the in-house research team annually	In a parliamentary year, the Research Wing addresses 50 research requests	Research Wing
1.3. Honourable legislators and the Secretariat staff are periodically exposed to best practices in legislation.	1.3.1 Number of visits arranged for MPAs and Secretariat staff to other national or international legislative bodies	At least four visits to the parliament and the provincial assemblies in a parliamentary year. At least two international visits to legislatures known for best practices	Secretariat
	1.3.2 Number of workshops or seminars on best parliamentary practices attended by MPAs and Secretariat staff	At least four workshops/seminars on best parliamentary practices in a parliamentary year	Secretariat
	1.3.3 Number of online courses or webinars on parliamentary practices	At least ten online courses or webinars in a parliamentary year	Secretariat
	1.3.4 Number of formal collaborations with legislative bodies in and outside Pakistan	At least two collaborations/ partnerships each in and outside Pakistan in a parliamentary year	Secretariat

Strategic Priorities	KPIs	Timeframe	Responsibility
1.4. Standing Committees are competent to scrutinize and add value to the draft bills before tabling these in the House.	1.4.1 Number of training sessions annually for Standing Committee members on legislative scrutiny	Three specialized training sessions in a parliamentary year	Committee Wing/ Secretariat
	1.4.2 Number of expert consultations held to assist in scrutinizing draft bills	At least five expert consultations in a parliamentary year	Committee Wing/ Secretariat
	1.4.3 Number of pre-legislative consultations with relevant stakeholders	Consultations on half of the bills introduced in the House in a parliamentary year	Committee Wing/ Secretariat
	1.4.4 Number of research staff supporting Standing Committees with bill reviews. Each Standing Committee has at least one dedicated Research staff	Within Year 1	Secretariat
	1.4.5 Annual performance report on the activities, findings, and amendments proposed by Standing Committees	At the end of every parliamentary year	Committee Wing/ Secretariat

SO-II: Strengthen the oversight function of the House

Strategic Priorities	KPIs	Timeframe	Responsibility
2.1 Effective oversight of the executive through Question Hour.	2.1.1 Time for submitting questions is reduced	Within Year 1	Speaker's Office/ Secretariat
	2.1.2 Average reduction in response time to questions raised during Question Hour	Ongoing	Speaker's Office/ Secretariat
2.2 Standing Committees have dedicated offices and secretarial support for smooth functioning.	2.2.1 Each Standing Committee of the Balochistan Assembly has a dedicated room with support staff, adequate furniture, and communication tools (computers, internet, teleconferencing, etc.)	Within Year 1	Secretariat
2.3 Standing Committees empowered for oversight role.	2.3.1 Rules of Procedure amended to strengthen oversight by Standing Committees	Within Year 1	Committee Wing/ Secretariat

Strategic Priorities	KPIs	Timeframe	Responsibility
		Standing Committees review performance of relevant government departments – at least twice a year	Committee Wing/Standing Committees
	2.3.2 Number of pre-budget sessions held by the Standing Committees with related government departments	Five pre-budget sessions held by the Standing Committees every year	Committee Wing/ Secretariat
	2.3.3 Number of expert consultations held during the budget-making process	Five pre-budget consultations held by the Standing Committees every year	Committee Wing/ Secretariat
	2.3.4 Number of meetings of PAC held annually	At least 12 meetings per year	PAC/Committee Wing
	2.3.5 Percentage of audit paras reviewed by PAC Committees	TBD (to be determined)	PAC/Committee Wing
2.4 Members of Standing Committees and the Secretariat staff have the necessary knowledge about the working of government departments, which enables them to effectively perform the oversight role.	2.4.1 Orientation program for Standing Committee members and Secretariat staff on the structure, functions, and processes of government departments	Standing Committee members and staff complete the orientation program within six months	Committee Wing/ Secretariat
	2. 4.2 Sector-specific workshops (health, education, finance, etc.) for committee members and staff	One workshop per sector per quarter	Committee Wing/ Secretariat
	2.4.3 Resource material on the functions of government departments developed for Standing Committees' members and Secretariat staff	Within Year 1	Committee Wing/ Secretariat

Strategic Priorities	KPIs	Timeframe	Responsibility
2.5 The Rules of Procedure make it mandatory for government departments to provide information requested by the House or Standing Committees within a certain period.	2.5.1 Amend Rules of Procedure to ensure mandatory response period for government departments	Within Year 1	Secretariat

SO-III: Improve citizen engagement, outreach, and communication for more inclusive representation

Strategic Priorities	KPIs	Timeframe	Responsibility
3.1 The website is redesigned to project the Assembly's image and performance in an interesting and user-friendly manner.	3.1.1 Assessment of the website in terms of engagement with citizens	Within Year 1	Media Wing/ Secretariat
	3.1.2 Develop a comprehensive website redesign plan, including layout, features, content strategy	Within Year 1	Secretariat/Media Wing/IT Wing
	3.1.3 Launch a revamped website that provides avenues for two-way communication with citizens	Within Year 1	IT Wing/Media Wing/Secretariat
3.2 The Balochistan Assembly is proactively using print, electronic, and social media for constructive interaction with citizens aimed at informing, engaging, and educating them as well as understanding their issues and expectations from the House.	3.2.1 Strengthen Media Wing for more effective management of print, electronic, and social media	Within Year 1	Secretariat
	3.2.2 A comprehensive communication strategy for the use of print, electronic, and social media platforms to inform, engage, and educate citizens about parliamentary activities	Within Year 1	Media Wing/ Secretariat
	3.2.3 Articles, interviews, and broadcasts in national and local media on the Balochistan Assembly, members, and its work	Ongoing	Media Wing
	3.2.4 Live coverage of House proceedings on social media platforms, especially YouTube	Within Year 1	IT Wing/Media Wing/Secretariat

Strategic Priorities	KPIs	Timeframe	Responsibility
3.3 Local mainstream and social media journalists cover the performance of the House and its Standing Committees accurately.	3.3.1 Standing Committees' meetings are open to the media. However, media personnel are not allowed to attend in-camera meetings.	Within Year 1	Secretariat / Committee Wing/ Media Wing
	3.3.2 Journalists from the mainstream and social media attend Standing Committee meetings	Ongoing	Media Wing
	3.3.3 The Media Wing in consultation with the Committee Wing uploads meetings' news and clips on social media platforms	As and when the meetings are held	Media Wing
	3.3.4 Press statements are released after Standing Committee meetings	After each meeting	Media Wing
	3.3.5 Coverage of Standing Committee meetings in mainstream print and electronic media	Number of stories published and aired on print and electronic media per year	Media Wing
	3.3.6 Coverage of Standing Committee meetings on social media platforms	Number of posts/videos on social media platforms, especially YouTube per year	Media Wing/IT Wing
3.4 Citizen feedback obtained from multiple sources is factored into the conduct of Assembly business, including legislation, oversight, and representation.	3.4.1 A mechanism is in place at the Balochistan Assembly for seeking feedback from citizens (online feedback forms, emails, etc.)	Within Year 1	Media Wing/IT Wing
	3.4.2 Assembly holds public consultations on draft legislation each parliamentary year	Number of open invites per year	Media Wing
	3.4.3 Assembly organizes open invitations for the public to observe Standing Committees' meetings	Number of open invites per year	Media Wing

SO-IV: Continuously improve systems, processes, and skills to make the House a modern, efficient, and performance-focused institution

Strategic Priorities	KPIs	Timeframe	Responsibility
4.1 Honourable legislators and Secretariat staff are exposed to best practices in parliamentary affairs.	4.1.1 International and national study tours for the legislators and the Secretariat staff	One international and two national study tours per year	Secretariat
	4.1.2 Workshops with experts from reputed national and international parliamentary institutions to share best practices in parliamentary affairs	At least two workshops per year	Secretariat
	4.1.3 An online knowledge exchange platform is created for legislators and Secretariat staff	Within Year 1	Secretariat/IT Wing
4.2 Honourable legislators and the Secretariat have access to modern technology and facilities needed to function effectively.	4.2.1 Upgrading of IT infrastructure within the Assembly - high-speed internet, secure cloud storage	Within Year 1	IT Wing/ Secretariat
	4.2.2 Digital workspace platform (intranet) created to enable legislators and Secretariat staff to collaborate, access documents, and track legislative work in real-time	Within Year 1	IT Wing/ Secretariat
	4.2.3 Modern video conferencing facilities available for remote meetings	Within Year 1	IT Wing/ Secretariat
	4.2.4 Digital library launched ensuring the legislators and Secretariat staff have access to digital resources, legislative databases, etc.	Within Year 1	IT Wing/ Secretariat
4.3 Organizational structure, human resource pool, and staff competencies of the Secretariat are appropriate to meet the needs of the House and the Standing Committees.	4.3.1 Assessment of the Secretariat's organizational structure to identify gaps in fulfilling the needs of the House and the Standing Committees	Within Year 1	Secretariat
	4.3.2 Based on the recommendations of the assessment, a Human Resource Management strategy is developed	Within Year 2	Secretariat
	4.3.3 Training programs to address competency gaps	Ongoing	Secretariat

Strategic Priorities	KPIs	Timeframe	Responsibility
4.4 Rules of Procedures are periodically updated to enhance the effectiveness and efficiency of House functions.	4.4.1 Review of the Rules of Procedure to identify areas that need modification or enhancement to support the legislative and oversight functions of the House	Ongoing	Secretariat

Implementation Risks and Mitigation

Some of the key implementation risks of this Strategic Pan along with measures that could help to mitigate these risks are presented below:

i. Limited Ownership Due to Committee-Centric Development.

Developed by a small committee, the Strategic Pan may lead to limited ownership across the House. Therefore, the plan should be broadly disseminated among all legislators and staff, with invitations for feedback to ensure it is representative of the entire House before finalization.

ii. Slow Implementation and Lack of Early Momentum.

A slow rollout of the plan could jeopardize its success. To prevent this, swift implementation should follow approval, with a focus on initiating and completing activities that can be quickly executed. Early wins will demonstrate the plan's effectiveness, creating greater buy-in and accelerating further progress.

iii. A significant risk is insufficient or delayed budget allocations, which could undermine key activities like staff hiring, IT infrastructure upgrades, training programs, and public engagement.

To address this, a costed implementation plan, with well-justified financial needs, should be presented to the Finance Committee to secure timely resource allocation. Following this, efforts should be made to integrate strategic priorities and KPIs into annual budgeting.

iv. Reforms to rules, procedures, workflows, and transparency may face resistance from within the institution.

To mitigate this risk, it is essential to build political ownership at the highest level through regular briefings to the Speaker, Committee Chairs, and party leaders on the benefits of proposed reforms. Identifying internal reform champions among MPs and Secretariat staff will also be crucial in creating momentum.

v. Implementation matrix includes KPIs and broad timeframes and could be further strengthened by developing detailed annual operational plans.

Additionally, appointing a dedicated Monitoring and Evaluation (M&E) officer or establishing an M&E unit within the Secretariat would ensure the regular compilation and dissemination of quarterly progress reports.

Disclaimer:

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