

The Parliament of Pakistan an Analytical Research Study of Strength, Weaknesses, Opportunities and Challenges

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Received : 12 Sep. 2018, Revised : 5 Oct. 2018, Accepted : 7 Oct. 2018,
Published 1 Nov. 2018

Abstracts

This research study was aimed to investigate the strength, weaknesses, opportunities and challenges of the parliament of Pakistan with comparison and an analytical review of some other developed and under development countries in terms of systems and privileges. The objectives for the study were: 1) To determine the comprehensive performance of the Parliament in terms of Strengths included in the sample. 2) To determine the weaknesses and their factors that affected the performance of Parliament of Pakistan. 3) To identify the scope of internal and external opportunities in the Parliament with factors evaluation and analyzing by SWOT matrix. 4) To determine the challenges being faced by the Parliamentarians in order to identify priorities and remedial strategies. 5) To design quantitative strategic programming matrix (QSPM).

The population of study consisted of 50 Parliamentarians and 50 Senators. The sample of (50 Parliamentarians and 50 Senators) the study was selected using the stratified random sampling technique for which, Parliament institutions were taken into the study.

The specifically designed questionnaires were distributed among the randomly selected Parliamentarians and Senators. In the process of investigation to determine the strengths, weaknesses opportunities and challenges of Parliament of Pakistan, various factors were identified for which, data was collected and duly analyzed by creating appropriate tables of descriptive statistic for the individual as well as collective assessment.

Keywords: Parliament, Strength, Weakness, Opportunities, Challenges.

1 Introduction

Legislature being a representative body has the power to make or amend laws. Legislature around the world has different structures, nomenclatures and powers. Legislature may have one chamber (unicameral) or two chambers (bicameral) or the members of legislature maybe appointed or elected. Legislature may be known as parliament, congress, majlis-shoora, sejm or storting. Irrespective of such diversity, the main functions of legislature throughout the world are formulating or amending laws, over sighting activities of executives and representing general public. It is pertinent to note that the growth of strong party system has undermined the independence of individual assembly members as it is established fact that party with majority in assembly will succeed to passing any legislation it likes.

Paris Declaration Claims those developing countries should enhance their respective accountability for the citizens & parliament should be responsible for their development policies, strategies and performance.

Parliament in developing countries are playing ineffective role in debating national public issues, international diplomatic issues & oversight on activities of the government.

Poor Parliamentary performance have many reason such as lack the parliamentary knowledge of the parliamentarians, lack of MP's expertise to do their jobs excellently & worried with holding their chairs.

Parliamentary performance comprising democratic rules & procedures, components and the nature of politically mindful parties may not assist solid parliaments, various nations assemblies can find themselves measured and marginalized by the administrative.

A numerous organizations are involved in parliamentary strengthening like US- AID, C I D A, and DFID, to multidimensional organizations counting World Bank, UNDP, to parliamentary networks, political party foundations like National Democratic Institute (NDI), Canadian Parliamentary Centre, Inter-Parliamentary Union, think tanks, UK Parliament; the Commonwealth Parliamentary Association United Kingdom, and the Westminster Foundation for Democracy, not for-profits & public private sector organizations.

Strengthening parliaments is a energetic element of work to natural skilled, answerable and quick to respond governance in developing motherlands.

Legislative strengthening is the enlightening governance and accountability, but operative parliaments are a necessary element of self-governing governance.

Legislation is the strategic to progress. In looking for to recover legislation in developing countries, contributors have willing to work largely with the managerial of Parliamentary organizations, with civil society organizations (CSOs). DFID identify that assemblies have character to play in supplying governance which is operational both in dropping poverty and in constructing democracy.

Active Governance	Parliamentary roles
National capability	Legislation
Accountability, Responsibility	Oversight
Responsiveness	Representation

Table 1- Governance Supremacy & Assemblies: Foundations and Roles

In several developing countries, politicians themselves lack of talents, lack of capability, and lack of learning or work-related training to show an actual role in lawmaking, oversight and representation.

Parliaments in developing countries have lack of institutional capacity, a deficiency of contact to information, absence of information technology, and shortage of library facilities, a lack of parliamentary staff to support in the paperwork of parliamentary affairs and in specific in booming out the research which is wanted for parliaments to grip the executive to account.

In many countries, the constitution may failure to institute a role and controls for parliaments due to constitutional ties parliament is very weak equated to the executive.

Basically role of legislatures in both developed and developing societies is unsuccessful (Hansen & Olsen, 2015). According to African Governance Report “In terms of endorsing rules, discussion nationwide issues, inspection the happenings of the government and in general endorsing the well-being of the people, these tasks and commitments are hardly done with proficiency and success in numerous African assemblies” (UNECA , 2005 , p. 127).

Pakistan, soon after its independent being a newly born state adopted the Westminster model of parliamentary democracy with slight modification in Government of Indian Act 1945 as Father of Pakistani Nation Mohammad Ali Jinnah, pictured the state of Pakistani to be a Federal Parliamentary Democracy (Rizwan, Arshad and Waqar, 2014). Furthermore the constitution of 1956 also envisaged parliamentary form of government in Pakistan (Mehmood, 2010). Although the constitution of Pakistan 1962 provided presidential form of government for the country but the constitution 1973 of Pakistan envisaged Parliamentary (legislative) form of government in the country ((Rizwan, Arshad and Waqar, 2014). The history of parliamentary democracy in Pakistan has passed through many trial and errors as it is interrupted by direct or indirect military interventions many times (Hussain, 2013) however revived in 2008 and to some extent operating smoothly in the country since then without any interruption.

This study intends to analyze the strength, weaknesses opportunities and challenges of the Parliament of Pakistan as it is confronting multiple internal and external conspiracies which can comprise evil stimulus that can cause potential threats to its performance. The instant study will help international organization to design comprehensive strategic plan of parliamentary strengthening in Pakistan so that the parliament will contribute effectively to

the foundations of active supremacy, national competence, answerability and approachability (DFID Report, 2007).

1.1 Problem Statement

Despite the significant initiatives for the parliamentary strengthening at countrywide and global stages the performance of parliamentary democracies is considerably decreasing. It is imperative to thoroughly investigate the outside (opportunities and Challenges Tests) and inner (strengths and weaknesses Tests) factors touching the Parliamentary performance in developing countries including Pakistan. This study is designed to conduct compressive SWOC analysis of Parliament of Pakistan with respect to its functions like legislation, oversight and representation.

1.2 Research Questions

1. What are external (opportunities and Challenges Tests) and internal (strengths, weaknesses Tests) factors that effected the role (legislation, oversight and representation & Transparency) of Parliament in Pakistan?
2. How do the parliamentarians make use of their strengths to increase parliamentary efficiency?
3. How the parliamentarians do circumvents their weaknesses using best available technology options?
4. How can the parliamentarians create opportunities and then capitalize it?
5. How the parliamentarians' mange possible threats so that targets may not be compromised by unfavorable evolutions?

1.3 Objective of the Study

1. To identify external (opportunities and Challenges Tests) and internal (Strengths and Weaknesses Tests) factors that affected the presentation of Parliament of Pakistan
2. To design external (opportunities and Challenges Tests) and internal (Strengths and Weaknesses Tests) factors evaluation matrix
3. To analyze SWOT matrix
4. To design quantitative strategic programming matrix (QSPM).
5. To identify priorities and remedial strategies.

2 Literature Review

2.1 Definition of the Concept

The term parliament has been defined differently by different scholars. Anders Johnson (2006) defined it “as the fundamental institution through which the drive of the people is applied, laws are passed and government is held answerable” (Beetham, 2006). Furthermore, Cheibub and Limongi (2002) is of the judgment that “the combination of

powers characteristic of parliamentarians is supposed to build governments capable of governing because they would be maintained by a majority in parliament, composed of highly controlled parties prone to collaborate with one another, which together, would produce a decision-making process that is highly centralized”.

2.2 Role of Parliament

“An assembly can do everything but make a man a woman and a woman a man.” Lord Pembroke, 1648; Eminent scholars of the field are of the view that the major roles of parliament are legislation, oversight and representation (Ogbonnaya & Ogujiuba, 2015; Beetham, 2006; Armit, 2007). According to parliament consume four key characters. Firstly, they are community representatives, which have straight command from numerous interest groups to represent them; secondly, they are lawmakers, charged with building and amending national laws and strategies. Thirdly, they are scrutinizers, training oversight to hold the government (executive) accountable. & fourth transparency has been linked (in part) to worldwide broadcasting development. (Finel and Lord, 2000, p p. 3 – 5; Lord, 2006).

2.3 Functions of the Parliament

2.3.1 Legislation

The first important function of Parliament is to enact laws. Different countries of the world have different structures, size and functions of the parliament. Despite such differences the main task of these bodies is to formulate laws for the country. It is well documented that legislature being a representative body should not only articulate citizen preferences but they have to transform their preferences into policies through legislation (Moore and Teskey, 2006). Despite such theoretical importance of legislation there are serious reservations about the actual performance of parliament. Johnson (2005) is of the opinion that rather than improving capabilities, representation, transparency and accountability, most of the parliaments are “rubber-stamp” legislatures (Johnson, 2005), Legislative form as single of the significant state foundations in a democratic system of sovereignty have a thoughtful role to show in approving democracy and good governance.

Eberlei and Henn (2003) establish imperfect participation of African assemblies in PRSP procedures. Thorough review of history of Pakistan parliamentary democracy reveals that Pakistan had executive dominated state and this trend is linked with Muslim Eras. During Muslim eras, the Sultan (Monarch) was the chief executive, sole legislature and fountain of justice. The power of executive, the legislature and the judiciary were given into his hands and he ruled the country through decrees (Khan, 2004). Furthermore, Ahmad (2009: 103) is of the opinion that the role of First Constituent Assembly with respect to legislation was passive and unproductive. Majority of its members hold Ministerial Positions and served the determination of management and insensitive to the will and requirements of the general public.

Assemblies are able to be characterized as Rubber (elastic) stamp, arena, transformative, and developing, originated on their level of sovereignty and control.

2.3.2 Rubber stamp legislatures

If you "rubber stamp" an article, it means that you approve it speedily, without giving the topic much thought. The article is indicating that the parliament will do whatsoever the leaders of the ruling Party tell it to do.

When the Parliament failed to defend democracy it is just called Rubber stamp Parliament.

Transformative legislatures; Transformative legislatures not individual symbolize many social interests, but they cost budgets and strategies.

Emerging (Governments) legislatures: Emerging legislature's alteration from one type to another. International numerous parliaments are teaching better effect over government policies and could be confidential as emerging legislatures.

2.3.3 Legislative Kinds

Kind	Internal Structure	Samples
Transformative Legislature	Extremely complex	United State (US) Congress.
Arena (Ground) Legislatures	Complex (Difficult)	United Kingdom Parliament
Emerging (Developing) Legislatures	Developing	Bolivian (Bolivia) Congress
Rubber (Elastic) Stamp Legislature	Slight internal structure.	Old - USSR

Table 2- Type of Legislatures

2.4 Representation

The second major function of parliament is to represent general public (US Hanbook, 2000). It is well documented that citizens in both developed and emerging civilizations incline to classify themselves with legislature members in more particular way than they recognize with other community administrators such as officeholders or adjudicators. In common parlance people used the word my MPA, my MNA, my Senator and my councilor, My Nazim etc (Dovi 2002) but one body heard someone saying my president my secretary.

Unlike executive whose responsibility to implement laws and judiciary which is responsible for the interpretation of law, the role of parliamentarians is to represent differences in society and bring such difference in to policy making process. Differences in society may be due to gender, ethnicity, culture, religion etc but members of parliament represent them at national level. In real sense representation involve than only living in particular constituency and affiliating him or herself with the people of that constituency. It involves highlighting issues/ concerns of the people of that constituency and playing role in redressing those issues through rule framing or policy making process (Renaud, 2014).

When we compare three branches of the government we reach to the conclusion that democratic parliaments as compared other branches are more transparent and accountable. Throughout the world parliamentarians open their parliamentary session to the people and

press. They also allow citizens and press to attend their committee meeting so that they will be able to know legislative and decision making process.

It is well documented that it is a paramount concern of both the electorates and the parliamentarians that they have to represent them at national level. In Bangladesh public opinion survey report indicate that people expect members of parliament to priorities alarms of their original zones and endorse local development work. The study focused by T I B initiate that “while voters or electorates are responsive of MPs’ wider parts in parliament like law making, analysis and oversight of the executive, 87 out of a 100 (hundred) of

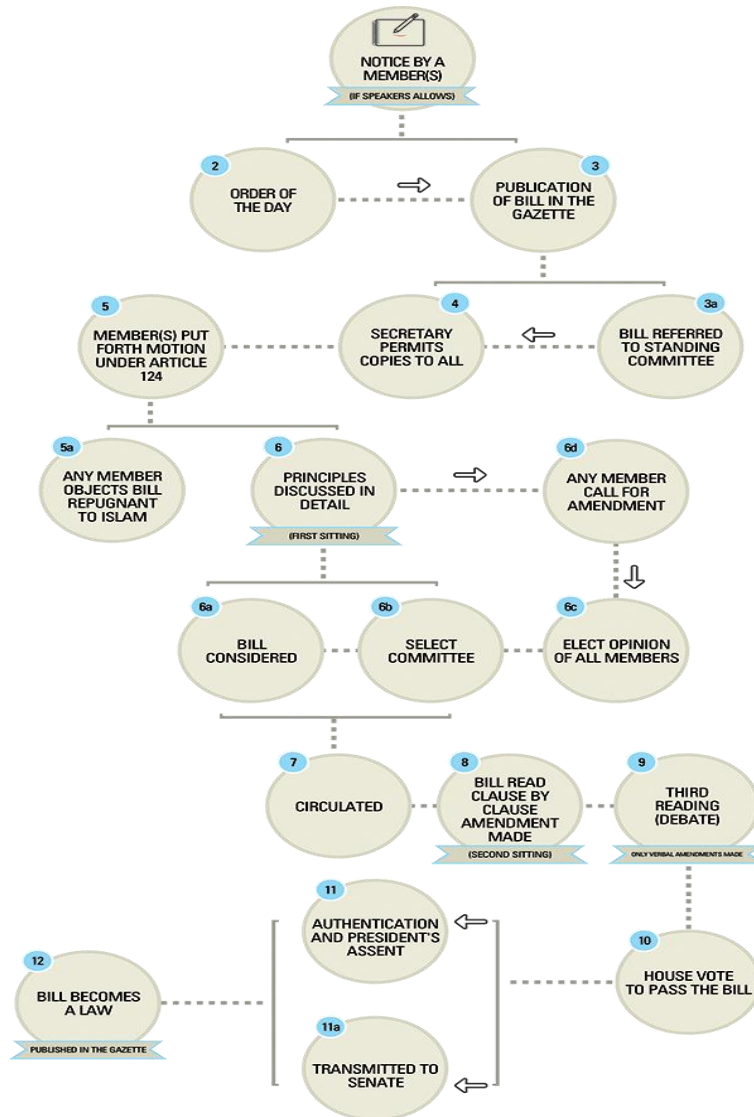


Figure 1- Parliament of Pakistan (Legislative Process Circle).

Respondents expected MPs to existing constituency difficulties to parliament (T I B, 2008, p. 32”). Despite such importance of true representation, review of the actual performance of the parliamentarians indicates that parliamentarians tend to work for the self-development rather than for the wellbeing of the citizens. It is verified by the research of Renaud (2014)

when he found that parliamentarians from specific elite class tend to work for the wellbeing of the elites rather than rarely replicate the people they are intended to denote in parliament although many eminent scholars claimed that they should (Heinrich and Cotta 2000; Dovi 2002).

Besides it is also well documented that the personal attributes of the members of the parliaments have a strong effect on their nature and conduct during parliamentary sessions. It strongly affects “the nature of the political or party political fights that may rise within the law-making gatherings in which they sit, and then determine the gift of the legislative power (Mezey 1983).

Oversight

Another important function of Parliament is to oversee functioning of the executives. Legislature is empowered to ask questions and quires from government officials so that they will have to perform in accordance with the prevailing laws (Johnson, 2005). Parliamentarians have the capacity to oversee functioning of the executive usually in the following way:-

- The authority to get statistics from the administrative (concluded assembly questions, announcements etc)
- Applied tools the effective use of parliamentary such as motions, resolutions, call attention notices etc. to require executive to respond to parliament positively.
- Use of authority of the reward and an operational committee system skilled of intelligently checking and measuring executive branch performance.

Eminent scholars of the field are of the view that members of parliament may observe the activities of management by “understanding papers, commissioning scientific educations, leading field observations, and holding ranges to inquiry officials. Laws patrol oversight is often a genuine way for MPs to track administration actions. But it is equally luxurious in terms of time and incomes and so not likely to be showed to a sufficient degree to decrease agency drift effectively Hansen & Olsen, 2015”. Despite such theoretical importance of oversight, the actual performance of legislator in this direction is very week and frustrating. It is narrated in the literature that until the mid1980s national parliaments of UK were not unsuccessful but interested to in controlling their government’s EU affairs (Hansen & Olsen, 2015). According to PILDAT report “the parameter of the Democratic Oversight of the Security Division and Rule of Law was rated the lowest amongst all parameters of the Pakistan-Specific Democracy Assessment Framework at 29.7% for 2015. The parameter has been rated low throughout the past three years, garnering a score of 33.9% in 2014 and 31.3% in 2013 (PILDAT Report, 2015)”.

It is well affirmed that there are verity of purposes (both structural and individual) for such for such poor performance and week monitoring particularly in emerging countries (Barkan et al, 2004; Wang, 2005). Eberlei and Henn recommend that “The situation of parliaments vis-à-vis the policymaking is usually pathetic in the PRS republics of Sub-Saharan Africa. While the arrangements give them legislative, oversight and budgetary powers, the parliaments exercise these only to an inadequate extent, if at all. This is rooted in political

systems that tend to support the executive, a typically weak self-governing culture, and very limited capacity in terms of members and official resources” (Eberlei and Henn, 2003, p.9). Additionally, it is considered that parliament deficiencies institutional capacity to achieve their roles successfully (UNECA,2005, pp.201-2). The rules, directive and actions may be out of sorts advanced or the parliamentary committees may be pathetic or non-existent (Rahman,2005) and there may be additional basic infrastructural difficulties. (UNECA,2005, p.226),

Legislative / parliamentary oversight as governments of civilian benefits, parliamentarians have a fundamental oversight role, holding the executive answerable for the performance of the safekeeping sector. Parliaments review, alter and pass laws that define and regulate the sector and their powers; favor corresponding budgets; serve as a connection between government and citizens by engaging in national negotiation on security issues; provide a observing and evaluation function; and can launch bodies such as a parliamentary ombudsmen or commissions to examine public complaints against security institutions (Luciak 2008; Born et al., 2003).

3 Methodology

3.1 Approach

It is imperative for a research scholar to clearly define research problem and think about its approach which is to be used in research (Majumdar, 2005). Before moving to the methodology it is necessary for the scholar to first think and decide about research philosophies. Usually scholars assume about two major dimensions such as (a) nature of the society (b) nature of the science (Burrell & Morgan, 1979). The first covers the selection of choice between two views of society; regulatory or radical whereas second focus on the selection of choice between subjective, objective or subjective plus objective approaches for research which are narrated in literature as positivism, interpretive and realism approach. Many eminent scholars are of the view that positivists believe that reality exists but exists independently form the human beings. It is objective and singular and can be explored through the application of scientific tools and techniques (Walsham,1995b). Interpretivists believe that reality is socially constructed and can be explored only through the perception, views of the people (Myers, 2009). Realists are of the view that reality exist but but consists of abstract things that are born of people’s minds and can be understandable through social interaction (Bhaskar, 1978)

Since the present study is of exploratory nature so it used interpretive philosophy. Interpretivism also known as interpretivist “grows researchers to understand elements of the study, thus interpretivism participates human attention into a study. Accordingly, “interpretive investigators assume that access to reality (given or socially created) is only through social structures like language, realization, shared meanings, and instruments” (Myers, 2008).

3.2 Population of Study

The population of study was finite consisting of members of parliament of Pakistan i.e 446.

3.3 Data collection techniques

3.3.1 Desk Review: We together primary & secondary data through personal interviews of Parliamentarians and Books, using the primary (Basic) research of others usually in the form of personal (individuals) interviews of the National Assembly & Senate members, Books research publications, reports, official assessments, internal assessments.

3.3.2 Interviews:

We used semi structure interview for the gathering of primary & secondary data from the Member of the Parliament selected respondents.

Personal Observation

We also observed the phenomenon and collected relevant information

3.4 Data Analysis Techniques

SWOT analysis technique is used for the indication of current constraints and future possibilities of key role the parliament of Pakistan such as legislation, oversight and representation. In this study we used following stages:

Designed (Calculated) external and internal factors matrix.

Analyzed SWOT matrix, (Strength, Weakness, Opportunities and challenges

Designing (scheming) quantitative strategic programming matrix (QSPM).

Priorities identified (recognized) strategies.

3.4.1 Designing internal and external factor evaluation matrix for Parliament of Pakistan

Here researcher tried to evaluate internal (Strengths and Weaknesses -Tests) and external (opportunities and Challenges -Tests) factors that are upsetting the legislative process of the Parliament of Pakistan. On the first of interview data of parliamentarians we ranked each item and identified importance ratio coefficient. We also calculated overall score of these internal and external factor for making logical conclusion.

3.4.2 Internal Factor Evaluation (IFE) Matrix

It is well recognized that internal factor evaluation (Assessments) (IFE) matrix is a widely used general strategic management tool frequently used by the specialists in assessing/evaluating strengths and weaknesses of social issue at hand. The internal factor evaluation matrix is helping strategic tools which are widely used by eminent researchers and scholars for evaluating the performance of an organization under investigation especially its strengths and weaknesses -Tests. We used internal factor evaluation (IFE) matrix for

evaluating the strengths and weaknesses of the Parliament of Pakistan. We formed these analysis using following basic steps;-

Key internal (Interior) factors: At first step we identified strengths and weaknesses of the Parliament form the interview data of the respondents.

Weights: After the identification of important internal factors we presented factors as per their weight assigned by the parliamentarians during the interview process. Parliamentarians were asked to assigned weight to each factor which is ranging from 0.00 to 1.00 for each and every factor. Assigning weight is a technical process which indicates the importance of the factor in the whole process. It is significant to note that Zero (0.00) means no importance and one (1.00) means high importance.

Rating: At the third step we presented factors as per the rating of the parliamentarians. We used 1 to 4 rating scale as it is frequently used by the professionals. Parliamentarians during interview process rated these factors as per their minor or major strength and weakness. Here rating is indicating a major weakness (flaws) (Rating= 1), a minor weakness (rating = 2), minor strengths (rating= 3), a main strength (rating= 4).

	Internal Factors	Weight	Rating	Weighted score
Strengths	Supremacy of Parliament	0.08	4	0.32
	Clear Parliamentary rules of business	0.07	4	0.28
	Parliament is independent. It operate without any internal & external pressure	0.04	3	0.12
	Powerful participation of parliamentarians in all parliamentary matters especially of women parliamentarians	0.05	3	0.15
	Blind of young and seasoned parliamentarians	0.03	3	0.09
	Equal opportunities for the members of both ruling and opposition party	0.02	3	0.06
	Total	0.29		1.02
Weaknesses	Ruling party take external dictation in parliamentary affairs	0.09	1	0.09
	Non-customized legislative practices and procedures	0.08	1	0.08
	Poor accountability mechanism for the parliamentarians especially for ruling party	0.06	2	0.12
	Discriminatory attitude toward opposition parties	0.09	2	0.18
	Parliamentarians come to parliament for self-acceptance/ self-recognition not for legislation	0.06	2	0.12
	Young parliamentarians are unfamiliar with parliamentary ethics, code and conduct	0.09	1	0.09
	Total	0.47		0.68
	Total weighted score	1		1.70

Table 3- Internal Factor Evaluation Matrix.

3.4.3 External Factor Evaluation (EFE) Matrix

External Factor Evaluation Matrix is a useful scientific tool for considering important aspects which are under the control of an organization/business or institution but effective and proper management of these factor can contribute to minimizing their negative effects and maximizing their positive effects. This is a useful tool for not only assessing the expected opportunities and challenges but adopting useful strategies for converting challenges into opportunities for taking competitive advantage. We developed external factors evaluation matrix using following steps:-1. Listing factors: - at first step we extracted external factors highlighted by the respondents during their interview and then we divided them in to two portions such as opportunities and challenges.

Assigning weight: After identifying and dividing the external factors in to opportunities and challenges we assigned weight to each factor as per the weight given by the respondents during their interview process. It is important to note that weight was given between 0 to 1 to each factor as per its importance and severity where zero means that it is not important while one means that factor is highly important, highly influential and highly critical.

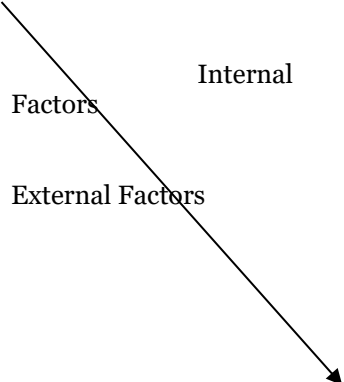
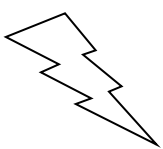
Rating Factors: At third level we rated each factor as per the preference by the respondents. The respondent were asked to rate each factor according to their preference and importance. Range of rating was 1 to 4. Rating captures that weather the factor represent major threat (Rating= 1) and minor threat (Rating = 2) or a major opportunity (Rating = 4) and minor opportunity (Rating =3) for the parliamentary system of Pakistan.

Computing weighted score: At the last step we computed weighted score by multiplying weight and rating (column 2 and 3 of the table). At the end we calculated total weighted score by adding the values of the last column (weighted score). The detail of the whole process is given in the following table:-

	External Factors	Weight	Rating	Weighted score
Opportunities	International linkages/ partnership would help to develop good parliamentary system	0.09	4	0.36
	FREQUENT FOREIGN TRIPS WOULD HELP TO LEARN AND ADOPT BETTER PARLIAMENTARY PRACTICES	0.10	4	0.40
	Development of proper training mechanism would improve their capacity	0.08	3	0.24
	Establishing leadership School like (Model China Communists School) would contribute significantly in polishing their talent	0.10	4	0.40
	Invitation to expert in Parliamentary Committees would border their perception	0.09	3	0.27

	Total	0.44		1.67
Challenges	Excessive external domination	0.09	1	0.09
	Non-customized legislative systems, procedures and practices	0.08	2	0.16
	Differences of opinion, thoughts and beliefs may deviate them from right path or frustrate them	0.08	2	0.16
	Adoption and use of latest innovations and technologies	0.10	1	0.10
	Meeting requirements of ever changing global market dynamics	0.10	1	0.10
	Total	0.45		0.61
	Total weighted score	1		2.31

TABLE. SWOT MATRIX.

<p>Factors</p> <p>External Factors</p> 	<p>Strengths</p> <p>S1. Supremacy of Parliament</p> <p>S2. Clear Parliamentary rules of business</p> <p>S3. Parliament is independent. It operate without any internal & external pressure</p> <p>S4. Powerful participation of parliamentarians in all parliamentary matters especially of women parliamentarians</p> <p>S5. Blind of young and seasoned parliamentarians</p> <p>S6. Equal opportunities for the members of both ruling and opposition party</p>	<p>Weaknesses</p> <p>W1. Ruling party take external dictation in parliamentary affairs</p> <p>W2. Non-customized legislative practices and procedures</p> <p>W3. Poor accountability mechanism for the parliamentarians especially for ruling party</p> <p>W4. Discriminatory attitude toward opposition parties in all parliamentary matters especially of women parliamentarians</p> <p>W5. Parliamentarians come to parliament for self-acceptance/ self-recognition not for legislation</p> <p>W6. Young parliamentarians are unfamiliar with parliamentary ethics, code and conduct</p>
	<p>Opportunities</p> <p>O1. International linkages/ partnership would help to develop good parliamentary system</p> <p>O2. Frequent foreign trips would help to learn and adopt better parliamentary practices</p> <p>O3. Development of proper training mechanism would improve their capacity</p> <p>O4. Establishing leadership School like (Model China Communists School) would contribute significantly in polishing their talent</p> <p>O5. Invitation to expert in Parliamentary Committees would border their perception</p>	<p>Defensive Suggested Strategy</p> 

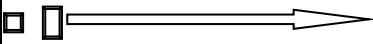
<p>Challenges</p> <p>C1.Excessive external domination</p> <p>C2.non cu</p> <p>C3. Differences of opinion, thoughts and beliefs may deviate them from right path or frustrate them</p> <p>C4. Adoption and use of latest innovations and technologies</p> <p>C5. Meeting requirements of ever changing global market dynamics</p>		<p>WT Strategies</p> <p>WT1. Shifting rubber stamp parliament to real, empowered and autonomous Parliament</p> <p>WT2. Ensuring clear rule of parliamentary business with easy access to every one</p> <p>WT3. Establishing leadership school</p> <p>WT4. Frequent visit with necessary training mechanism especially for young parliamentarians</p> <p>WT5. Capacity building for the adoption and use of latest technologies and innovations</p> <p>WT6. Thinking out of the box strategy for developing skills to take competitive advantage in this complex world</p>
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Table-4 External Factors Evaluation (EFE) Matrix.

3.4.3 Strategic Position and Action Evaluation Matrix (SPACE)

This is a latest strategic tool used by professionals for analyzing the business of both public and private organizations. This is a techniques used for determining the type of strategy suit the business or organization. The SPACE matrix is divided into four quadrants, where each and every quadrant suggest different strategy (conservative, defensive, aggressive and competitive) in accordance with the weight and rating of internal and external factors. It is important to note that SPACE matrix functions upon two internal and two external strategic dimension. and defensive

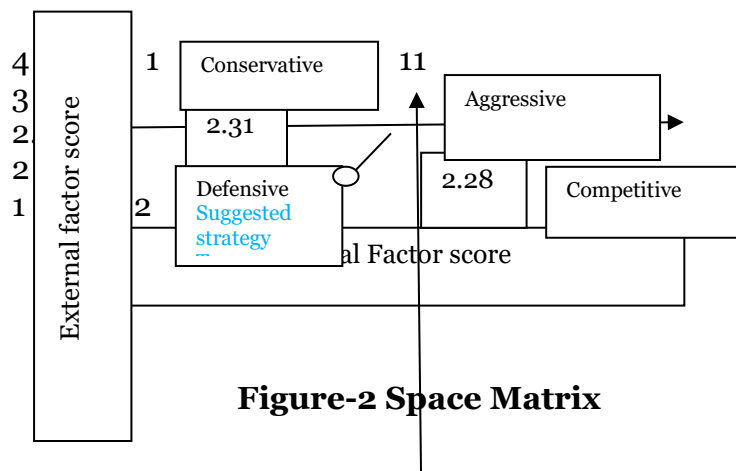


Figure-2 Space Matrix

3.4.5 Designing Quantitative Strategic Programming Matrix (QSPM)

At the last we developed quantitative strategic programing matrix (QSPM) for the study at hand. It is well documented that the basic purpose for using this technique is to systematically assess the internal and external environment of business/ organization or institution, carryout scientific and extensive research, carefully analyze the pros and cons of

different alternative and then decide about a particular course of action (David et al., 2008). This tools is basically developed to help researchers for selecting appropriate strategy for phenomenon at hand based on logical ground. Following is the QSPM matrix for Parliament of Pakistan

Factors	Weight	WT1		WT2		WT3		WT4		WT5		WT6	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
S1	0.08	4	0.32	3	0.24	2	0.16	3	0.24	3	0.24	3	0.24
S2	0.07	4	0.28	3	0.21	2	0.16	3	0.21	4	0.27	3	0.21
S3	0.04	3	0.12	2	0.08	4	0.16	2	0.08	3	0.12	2	0.08
S4	0.05	2	0.10	2	0.10	4	0.20	3	0.15	4	0.20	3	0.15
S5	0.03	2	0.06	2	0.06	3	0.06	3	0.15	3	0.09	3	0.09
S6	0.02	2	0.04	1	0.02	2	0.04	3	0.06	3	0.06	3	0.06
W1	0.09	4	0.36	3	0.27	3	0.27	2	0.18	2	0.18	2	0.18
W2	0.08	3	0.24	3	0.24	4	0.32	3	0.24	4	0.32	2	0.16
W3	0.06	2	0.12	2	0.12	3	0.18	3	0.18	3	0.18	3	0.18
W4	0.09	4	0.36	3	0.27	4	0.36	3	0.27	3	0.27	3	0.27
W5	0.06	2	0.12	3	0.18	3	0.18	3	0.18	4	0.24	2	0.12
W6	0.09	3	0.27	4	0.36	2	0.36	3	0.27	4	0.36	3	0.27
O1	0.09	4	0.36	3	0.27	3	0.27	3	0.27	3	0.27	3	0.27
O2	0.10	3	0.30	2	0.20	3	0.30	2	0.30	2	0.20	3	0.30
O3	0.08	3	0.30	4	0.32	3	0.24	3	0.24	4	0.32	2	0.16
O4	0.10	4	0.40	3	0.40	2	0.20	3	0.30	3	0.30	3	0.30
O5	0.09	3	0.27	2	0.18	2	0.18	3	0.27	3	0.27	1	0.09
C1	0.09	4	0.36	4	0.36	3	0.27	2	0.18	4	0.36	3	0.27
C2	0.08	3	0.24	3	0.24	4	0.32	2	0.16	3	0.18	2	0.16
C3	0.08	3	0.24	2	0.16	3	0.24	2	0.16	3	0.18	2	0.16
C4	0.10	4	0.40	2	0.20	4	0.40	3	0.30	4	0.40	3	0.30
C5	0.10	4	0.40	2	0.20	4	0.40	3	0.30	4	0.40	3	0.30
STAS			5.66		4.68		5.27		4.51		5.41		4.32
Priority			1		4		3		5		2		6

[Attractiveness scores (AS) is: 1 = not attractive, 2 = somewhat attractive, 3 = reasonably attractive, and 4 = highly attractive].

Table-5 Quantitative Strategic Programming Matrix.

4 Findings

After going through an analytical review of all the imperative variables with a well-considered vision and by applying Factor Rating Method, the conclusive findings are stated as under:

1. This Analytical Research Study has uncovered some useful information on the reasonable basis for hard and fast recommendations for which, evidences strongly suggest that it is important to reflect parliaments in their wider politically aware, social and cultural background to focus on strengthening parliament as an institution.

Appreciation of the broader context might however mean appropriate remedial and corrective steps to be taken in the wider public as well as institutional interest.

2. The continuous decline in the standard of the Parliament is a cause for concern for majority of the Parliamentarians as most of them are not familiar with the legislative process which desperately hinders them from playing their duly active role in legislative process hence, the overall quality and effectiveness of the legislation is ultimately affected.
3. In terms of the parliamentary boundaries and subjects which parliamentary establishment addresses, there does appear to be value in working on applied issues like poverty decline and budget omission, slightly than simply on parliamentary procedures. A more deep-seated suggestion, worthy of serious negotiation, is whether and how the Parliamentarians could mainstream their commitment with parliament across all of its areas of work. So, for occasion, Parliament could include in its work on social conflicts, health, or education, appointment with the institutions which have the mandate to make representative decisions on the national priorities.
4. Majority of Parliamentarian are supporting the existing criteria of age for the members of Assembly which fell far short from the process of Youth growth and development, considering them as an ultimate future of Pakistan with object to put more effort into the parliamentary strengthening.
5. Majority of Parliamentarian are unable to submit contracts, bills, and resolution; due to the insufficient knowledge, scarcity of resources and shortcoming in relevant skills which shows a weakness of system that become a big challenge for the future of Parliament of Pakistan.
6. Majority of Parliamentarians are in favor of the educational criteria of Graduation for the Parliamentarians which is good sign for organizational suitability and parliamentary competence. In fact, the performance of the Parliamentarians varies, because of the different challenges they face and their varying ability to adequately respond to the current issues, challenges and political constraints that can be significant to the changing structure of the public sector.
7. Majority of Parliamentarian accepted that we need to invite expert in the standing committee which clearly shows their quality concern over the ineffectiveness of the Standing Committee. They should take the top in starting regular meetings to exchange information about parliamentary strengthening actions, and where talented and appropriate, to enable greater direction of activities. Regrettably, even at the time of Budget Debate in National Assembly, so down to note that committees have no role in the Budget Process.
8. 80 percent of the parliamentarians are in favor of new Provinces and Districts for transparency and an effective control in administrative affairs which is very positive sign for Pakistani parliament.

9. 55 Percent of the Parliamentarians suggested that the administrative control on media should be more effective in terms of code of conduct; which ultimate reflect positive sign for parliament performance internationally.
10. 95% percent parliamentarians are dissatisfied about transparency projected in our country which ultimate reflect lack of oversight mechanism of parliament that is negative sign for parliamentarians.
11. Majority of Parliament believe that the Local government mechanism for transfer of Power is good sign for future legislation with dedication and commitments of members.
12. The Role of Inter Provincial Ministry is very weak to mediate between the provinces, which is negative sign for parliament.

5 Conclusions & Recommendations

Following recommendations are made in the light of the findings and conclusions of the research study to improve the efficiency and for the building better image of the Parliament of Pakistan:

Following recommendations are made in the light of the findings and conclusions of the research study to improve the efficiency and for the building better image of the Parliament of Pakistan:

1. Formation of Legislative Training Institute

Parliamentarians enormously need Training Institute for their capacity building and professional orientation in terms of legislative process as well as Quality Leadership. Proper training for associates of parliament in conducting the business of the Parliament house should be taken on top priority basis with a well-considered view of organisational suitability and legislative competence.

2. Proactive Role of Parliamentary Committees

Parliamentary Committees must have authoritative role in making the recommendations of reports of various parliamentary committees mandatory as at present, they are advisory in nature rather than authoritative. The Parliamentary Committees should give Capacity Building Initiative through which, parliamentary know-how could be controlled in support of parliamentary strengthening, and passion and interests with object to stress and enhance the effectiveness and coordination of the Parliamentarians.

3. Promoting, Encouragements Youthful Education

Parliament has duty to encourage (Promote) education of the Youth to develop their academic curiosity in the respective fields which are more relevant to them. Youth are

ultimate future of Pakistan so they should be meaningfully encouraged by practical involvement in the process of legislation with object to understand the parliament's rules, procedures and the role of parliament and its MP's respectively.

4. Formation of a Policy Study Think Tank

The most urgent need under prevailing situation is to formulate a Policy Study Think Tank comprising on Youth Parliamentarian Scholars with object to review the overall process of institutional reform in terms of Innovative Strategies for Policy Making. A Parliamentary committee should be constituted for leading scholars in the fields of constitutional studies, parliamentary procedure and practice and other relevant areas should be incorporated and basic objectives should be codified. Certainly, it will create unlimited possibilities to broaden the scope of policy study with imperative inputs to overcome multiple constraints as well as implementation barriers. While introducing reform in Parliament, it is most important to ensure that the process of reforms should cover the political parties as well as government. In this connection, positive determinations need to be made to grow backgrounds for assessing parliamentary performance, so that benchmarks can be recognized, and the impact of parliamentary establishment programs assessed in the broader interest of the Parliament.

5. Professional Orientation of Bureaucracy

Bureaucracy is to be reformed through professional orientation and authoritarianism of bureaucracy should be limited by forming or creating extra parliamentary committee and the extra parliamentary committee would assist the Legislative bodies with authority and responsibility.

6. Leader of House Accountable

Parliament should make legislation that one person can become Prime Minister only for two times; by this youth of the country come up, although it will be very hard to accept for many but its only way to build a system for future generation of Pakistan.

7. Parliamentary Rules for Political Parties

Parliament should frame a specific code of conduct for the Political parties with intent to making political parties more responsible for their conduct inside the Parliament. In this linking there is an urgent need for setting up of coordination committees with members of ruling party and opposition for smooth conduct of the Parliament House.

8. Introduction of Information Technology & Communication

Parliament should make all out efforts to use interactive technology tools like Installation of Computer for every members of Parliament like KPK & others Assembly, Social Media Whatsapp Groups to promote the skill of inhabitants to provide significant input on legislation and parliamentary activities to facilitate communication with members as well as parliamentary staff.

9. Intra- Party Democracy

Parliament of Pakistan must come up with way to ensure intra party elections which has not been really up to the marked. Due to lack of Intra- Party Democracy in ruling party no one could not take action on important public matter independently.

10. Empowerment of National Accountability Bureau (NAB)

The Parliament must empower the NAB and removed all political pressure in terms of free and fair Justice. Parliament and Political parties should hold its own leaders accountable.

11. Providing Information in Urdu Language Formats

Parliamentary information should be collected and released in an open Urdu language format, like Inpage, Online Urdu Editor that can be read and handled by computers, so that parliamentary information can be simply and be accessed by government, general public, social society and private sector.

12. Providing Access to mobile device Information for MP's

Parliament should provide access to information about its legislative proceedings to MPs' through Mobile Device Technology which records and sends the Proceedings to every member's mobile phone for Information.

13. Providing Library Facility to Historical Information about Parliament.

Parliament may offer the public access to a parliamentary public library in demand to allow members and the public the ability to contact historical parliamentary information.

14. Parliament Sessions Digital Records for Public

Parliamentary information for previous meetings shall be digitized and made accessible to citizens without fees.

15. Enabling Alert Services for public, Universities of New Legislation.

Parliament should provide all the universities managements the facilities to subscribe Alert Services to Parliamentary Legislation by email, SMS text messaging, and more appropriate WhatsApp Information or other suitable technologies.

16. Publishing Committee Proceedings in Urdu Language for public.

Reports of committee proceedings, counting documents created and received, testimony of observers at public inquiries, transcripts, and records of committee actions, shall promptly be made free in both Urdu and English language.

17. Engaging Intellectual of Academia in Draft Legislation.

Draft legislation should be made by intellectuals knowing the need for populations to be fully informed about and published upon its introduction.

18. Parliamentary Face book, Twitter or other Mode for Social Awareness.

Parliament should make it suitable for public to quickly find desired parliamentary information by making authorized social media awareness about constitution and working of Parliament.

19. Granting Free Access of Constitutional Awareness Books.

Parliament should Promote Constitutional Awareness Books and must be handed over constitutional Books to every house free of charge.

20. Facilitating Access throughout the Country about Institutional Reforms.

Parliament must focus on Institutional reforms and its implications whenever and wherever necessitated.

21. Religious Intolerance & Need of Legislation

The Parliament should take immediate steps to control religious intolerance & there should be an International Convention for the Promotion of interfaith harmony at government level every year.

22. Electricity Shortage

The Government representing Parliament should take steps to do away with load shedding of electricity in the country before 2017. The Minister should answerable for his false Public statements regarding important public issue; and the construction of Diamer- Bhasha Dam, Kohala Power Projects, Kala Bagh Dam & others Projects as soon as possible to eradicate electricity crises in Pakistan.

23. Media House Responsibilities and Code of Conduct.

The Parliament House should strongly banned controversial speech of Political, social figures on Media.

24. Transportation System for Students

Government should take steps to provide transportation Buses to all students in the precincts of schools, colleges & universities throughout the country.

25. National Curriculum Council & Improvement.

The Government should focus on National Curriculum basic plans to set up an equal educational system including equal curriculum of state, learners, textbooks, teachers, assessment, early learning and development, school learning environment and comprehensive framework for implementation. National Curriculum Council Top Management should be based on equal representation like Senate of Pakistan.

26. Official Encouragement for intellectuals of The Country Every Year

Every Year Parliament should pay tribute to the sacrifices and services rendered by the Intellectual in the best awareness of the Country.

27. Regulation of Madrassah Education & Shrine Finances.

The Government should take steps to improve & regulate "Madrassah" Education & Shrine Financial System.

28. Elimination of Drug Abuse at Education Institutions

- The Government should take effective steps to those groups promoting drug culture among Youth in various universities and colleges of the countries.
- 29. Elimination of Child Abuse**
Child Abuse is a growing social evil. Parliament should pursue this issue strictly for which an effective legislation is inevitable to curb this menace.
 - 30. Teaching of Holy Quran for all Pakistani Education Institutions**
Introduced Bill Necessary Teaching of the Holy Quran Act, 2017 for Muslim students in all educational institutions of Islamabad Capital Territory should expand to all over Pakistan for Promotion of knowledge.
 - 31. Panama Fair & Speedy Justice by Supreme Court of Pakistan.**
A larger bench of the Supreme Court hearing the Panama Case for neutral investigation may result for the betterment of the Country. Furthermore, there must be an effective law for restricting the entry of criminals into the political arena with object to eliminate corruption at higher levels through effective anti-corruption measures and fixing accountability on the executive.
 - 32. Strategy to Encounter Bagger Culture**
Parliament should take steps to end individual's beggars and groups.
 - 33. Provincial Harmony**
The Government should take suitable steps specially ministry of religious affairs and interfaith harmony to Promote harmony among Provinces; the Ministry of religious should host an international conference every year under a theme "a revival of religious harmony lesson learned from Pakistan" where we highlight that Pakistan is the top country to accept every religion. So this way we are able to show positive side of Pakistan nationally as well as internationally.
 - 34. Engaging Citizens and Talented Student Nationally and internationally**
Parliament has a responsibility to keenly engage citizens and talented students, without discrimination for an effective representation of students on national and international level to do their part.
 - 35. Foreign Office need Leadership**
Parliament should take immediate steps to design the Foreign Minister of the country.
 - 36. Media Ethic**
The Parliament should Punished the media and others for offending the dignity of Parliament for black mailing the institutions or its Members. PEMRA should play the neutral role.
 - 37. Promising Contact by the Researcher & Observer.**
Parliament should guarantee that the researcher and observers are given full access to parliamentary actions; the criteria and process for providing researcher access shall

be clearly defined and openly available; especially Parliament of Pakistan should encourage the researcher for contribution in International Conferences.

38. Properties and Safeguarding the Honesty of Members by ECP

Parliament members should make available mandatory information after financial budget every year to allow Election Commission of Pakistan to declare judgments regarding the honesty of individual members, counting information on members' asset releases, campaign expenditure, and income, including interest, dividends, lease payments or other in-kind benefits.

39. Grievance Commissioner Cell in the Federal Ombudsman Secretariat

The government should encouraged and facilitate Grievance Commissioner Cell in the Federal Ombudsman Secretariat to resolve the issues of abroad Pakistani.

40. Transparency system for Police

Where there is a lack of transparency and accountability dishonesty will flourish; the Parliament should strictly monitor the complaints of Police officials to abuse their office for private gain; the government should increases the salaries of Police official to reduce corruption.

41. Illegal weapons

The Government should immediate action of illegal weapons by individuals & groups.

42. Relations with all stakeholders, including parliamentary staff.

Parliament should ensure that all institutions and stakeholders are on board in Important Issues, especially on Public Interest Issues & parliamentary staff.

43. Rule of law and Eradication of Corruption.

Parliament should support the application of a parliamentary code of manner that emphasizes transparency and respect for the rule of law and fight against corruption.

44. Lack of unity

Parliament should ensure legislation on unity of the MP's on country important matters & raised joint stance on international matter specifically.

45. Kashmir Issue

The Parliament of Pakistan should encourage the parliamentarians on Govt. of Pakistan policy on Kashmir issue enabling them to be spokesmen on it.

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