KOSOVA
DEMOCRATIC
INSTITUTE

ASSEMBLY OUT OF ORDER!

Organisation and planning of the Assembly's work in the new parliamentary term



NOVEMBER, 2026

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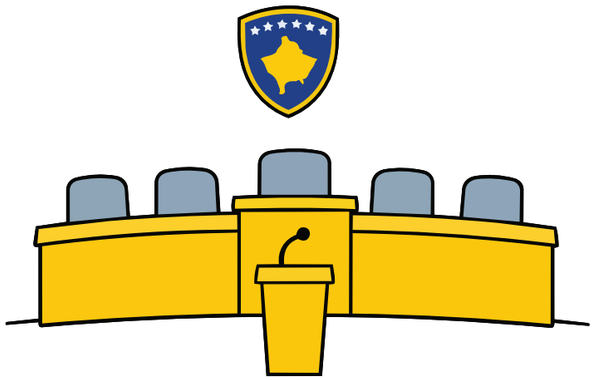
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*This report is divided into two parts. The first assesses the work of the Assembly of Kosovo during October 2026, covering key developments, the calendar and work planning, legislative and oversight activities, the functioning of the Secretariat, transparency, citizen participation and parliamentary diplomacy. These categories are intended to provide a continuous and comparable account of the Assembly's performance from month to month.

The second part provides an analysis of a specific topic: 'How the Assembly's work has been planned and organised at the start of this parliamentary term'. It draws on our observations during September–October and on earlier practices relating to the planning and organisation of parliamentary activity.



25 SEPTEMBER — 30 OCTOBER

MONTHLY OVERVIEW OF THE WORK OF THE ASSEMBLY OF KOSOVO

Legislature XI of the Assembly of the Republic of Kosovo was elected in the early parliamentary elections of 7 June 2026.

Key developments

The constitutive process was marked by delays and difficulties in reaching political agreement on the election of the Assembly's leadership. Although the constitutive sitting began on 6 August 2026, the election of the full leadership was not completed until 28 September, when Vlora Çitaku of PDK was elected Deputy Speaker. On 9 September, Albulena Haxhiu of Lëvizja Vetëvendosje! had been elected Speaker of the Assembly, while four of the five Deputy Speakers, representing LVV, LDK, the Serb List and non-majority communities, had been elected on 11 and 13 September. This protracted process delayed the full establishment of the Assembly's governing structures and the organisation of parliamentary work, extending the time needed for the legislature to become operational.

At the start of the parliamentary term, six parliamentary groups were formed[1], while three MPs remained outside any parliamentary group. On 25 September, the Presidency of the Assembly, together with the chairs of the parliamentary groups, discussed the allocation of the 16 parliamentary committees. This discussion marked the beginning of the organisation of the structures responsible for legislative work and oversight. However, the subsequent appointment process and the incomplete membership of some committees showed that agreement on parliamentary structures did not immediately translate into their becoming fully operational.

Immediately after its constitution, the Assembly addressed issues of importance to the functioning of institutions, the rule of law and matters of major public concern. Its key decisions included the election of the President of the Republic of Kosovo on 7 October and the adoption of amendments to the Law on the Specialist Chambers. At the end of October, the Assembly adopted amendments to the Law on Budget Appropriations for 2026 and the Law on the State Bureau for Verification and Confiscation of Unjustified Assets. Its handling of these issues reflects the exercise of its decision-making role across different fields. It also underlines the importance of examining the substance of these decisions and overseeing their implementation, particularly where they have direct implications for the rule of law and the management of public finances.

The extraordinary sitting of 26 October, convened following the murder of Arlinda Zekaj, also featured prominently on the parliamentary agenda, addressing institutional responsibility for tackling violence against women. The sitting concluded with the adoption of a resolution and the establishment of a parliamentary committee of inquiry. Placing this issue on the Assembly's agenda provides an opportunity to examine institutional responsibilities and shortcomings in the response to cases of violence against women.

1 In Legislature XI, LVV has 53 MPs, PDK 22, LDK 18, AAK 7, the Serb List 9, and other political entities 11 MPs.

Work planning and calendar

The Assembly's work planning has relied entirely on the Government Legislative Programme 2026–2028, which sets out the draft laws expected to be submitted to the Assembly over a period of more than two years. Almost all parliamentary committees, with two exceptions, drew up and adopted their work plans during October on the basis of this programme. However, the individual committee plans have yet to be consolidated into an overall Assembly work plan. In fact, producing an integrated work plan has never been established practice. This prevents both the public and the Assembly itself from knowing the priorities, deadlines and capacities required to address parliamentary business, or how the results of their work can be measured.

In fact, the development of an integrated work plan has never been a standard practice; this makes it impossible for the public—and even for the Assembly itself—to know what the priorities, deadlines, and necessary capacities are for addressing parliamentary matters, or how the outcomes of their work might be measured.

Transparency

During the month, the Assembly published the times of plenary sittings and committee meetings in its official calendar, but meeting times were generally announced only one day in advance. Plenary sittings were broadcast live, and summaries and transcripts were published on the official website. However, despite the restoration of the electronic voting system, MPs' individual votes were not published, limiting citizens' ability to follow their representatives' individual positions on the issues under consideration. Documents relating to draft laws were updated on the Assembly's website, but information on the stage each draft law had reached was not necessarily updated.

Committee meetings were broadcast live to the public only when the media took an interest in covering them; there was no regular institutional broadcasting practice. Brief summaries of committee meetings were published on the Assembly's website, but minutes were published for only 21 of the 59 meetings held. Committee meetings continue to be recorded, yet the Assembly has still not considered using information technology to transcribe and publish the discussions without delay. In addition, only two of the 16 parliamentary committees had published their work plans. Regular publication of minutes and work plans would provide more direct access to the substance of discussions, committee priorities and the extent to which planned activities have been carried out, strengthening parliamentary transparency and accountability.

Legislation

During this period, the Assembly adopted eight draft laws at second reading and four international agreements, and considered 10 draft laws at first reading. The three main laws adopted were the amendments to the Law on the Specialist Chambers, the amendments to the Law on Budget Appropriations for 2026 and the Law on the State Bureau for Verification and Confiscation of Unjustified Assets. At committee level, steps were taken to advance the consideration of draft laws, including the establishment of working groups for the package of five draft laws concerning justice system reforms, which are also prerequisites for benefiting from the EU Growth Plan.

The quality and inclusiveness of the legislative process left much to be desired. Amendments to the Law on the Prevention of Money Laundering and Combating Terrorist Financing were adopted through a derogation from the Rules of Procedure and without the opposition taking part in the vote, while the budget amendments and the Law on the Bureau were adopted at the end of the month amid political disagreements. To improve the quality of the legislative process, committees need sufficient time and scope to examine draft laws in substance, and MPs should have the opportunity for reasoned debate with affected stakeholders before the draft laws are put to a vote.

Oversight

An important development in parliamentary oversight during October was the establishment of the Parliamentary Committee of Inquiry to examine institutional acts and omissions in relation to the murder of Arlinda Zekaj and the handling of violence against women and children. This mechanism provides an opportunity to examine institutional responsibilities and identify shortcomings in responses to cases of violence. Its effectiveness, however, will depend on how it exercises its investigative mandate and whether its findings and recommendations are used to demand accountability and prompt concrete institutional measures.

Although oversight of the implementation of laws remains the main challenge, the use of other parliamentary oversight instruments remained limited, creating an imbalance between the Assembly's legislative and oversight roles. During the month, MPs submitted 42 parliamentary questions to ministers and the Prime Minister, but received answers to only 18. No interpellations took place. Committees examined institutional reports and heard from representatives of the Government and other institutions, although in some cases those invited to report did not respond to the invitation. Examining reports and presenting data, however, are not enough to ensure effective oversight unless followed by specific demands for accountability and follow-up on the implementation of recommendations.

18/42



Although the oversight of law implementation remains the primary challenge, the use of other parliamentary oversight instruments has stayed limited, creating a discrepancy between the Assembly's legislative and oversight roles. During the month were submitted **42 parliamentary questions** were submitted to ministers and the Prime Minister; of these, members of parliament **received responses to only 18.**

Citizen participation

Only one public hearing was held in the Assembly during October, organised by the Committee on Economy, Industry, Entrepreneurship, Trade and Innovation on the draft laws on Energy and Electricity. Holding only one public hearing indicates the Assembly's limited willingness to consult stakeholders and the public on draft laws, particularly in a month when it considered a substantial number of draft laws affecting important areas of public policy. Committees have also included very few public hearings in their work plans, out of proportion to the number of draft laws they are considering. On average, one public hearing has been planned for the 52 draft laws submitted by the Government this session. The only other mechanisms for involving experts or civil society organisations during this period were the seven committee working groups, which, by the nature of their work, allow only limited stakeholder participation. Committees have not held any hearings outside the Assembly building to engage more closely with those affected by the laws.

Parliamentary diplomacy

Parliamentary diplomacy activities are not coordinated, and there is no proper system for reporting or sharing information about them. MPs met delegations and international representatives visiting the Assembly and took part in international meetings and forums through cooperation with international parliamentary institutions and organisations. However, the Presidency of the Assembly itself identified a need to improve coordination. In particular, it emphasised that MPs should coordinate in advance with the Assembly and the Ministry of Foreign Affairs on the official positions they would present at meetings abroad. It also addressed the practice of submitting requests for travel authorisation to the Presidency after the travel had already taken place. Rules in the form of an internal circular were presented to address this, although it was not clarified whether procedural delays were attributable to the administration or to MPs themselves. This shows that, alongside international activities, authorisation and coordination procedures need to be applied more consistently so that parliamentary representation is planned, coordinated and transparent.

Secretariat/Administration

The Assembly's administration has been led by an acting Secretary since 2023. The issue remains unresolved even after the completion of the latest recruitment competition, whose results were published in September 2026. Despite this, the Presidency of the Assembly deferred the decision on appointing a new Secretary at every meeting held during October. The absence of a final decision for more than three years is not simply a matter of filling a vacancy; it also concerns the responsibility of the governing bodies to ensure the stable functioning of the Assembly's administration.

The same issue of administrative stability is evident at parliamentary committee level, where seven committees continue to rely on acting coordinators. Although these appointments may serve as an interim solution to ensure continuity, their prolonged use raises questions about compliance with statutory limits and human resource planning. The 2025 amendments to the Law on Public Officials set time limits, including a maximum of 12 months for assigning an official to an acting role, subject to the exceptions provided by law, and a maximum of two years for filling a vacant post in this way.

In this context, the Secretariat's challenge extends beyond filling vacancies to the need to move from temporary arrangements towards a consolidated administration with clear responsibilities and structures. The Presidency should complete the appointment of the Secretary-General without further delay, while coordinator posts should be filled through regular procedures in accordance with the legal framework.

Presidency

Presidency meetings	4

Sittings

Number of sittings	6 (3 plenary, 3 extraordinary)
Draft laws adopted at first reading	10
Draft laws adopted at second reading	8
International agreements ratified	4
Parliamentary questions	42
Replies from the government cabinet	18
Interpellations	0
Parliamentary debates	0
Resolutions/Declarations adopted	1 Declaration and 1 Resolution

Parliamentary committees

Committee meetings	59
Meetings not held for lack of a quorum	3[2]
Public hearings	12
Draft laws considered	16
Institutional reports examined	4
Ministerial presentations to committees	4
Ministerial reporting to committees	1
Reporting by other institutions to committees	7

2 Committee on Economy, 13 October, and Committee on Communities, 14 October and 21 October.

IN FOCUS: CAN BETTER WORK PLANNING CHANGE THE WAY THE ASSEMBLY OPERATES?

The Assembly still has no work plan for the autumn session

Although parliamentary committees have begun drawing up and adopting individual work plans for the autumn session, the Assembly has neither drawn up nor adopted an overall work plan for this session, despite the requirement in Article 19, paragraph 2.2, of the Rules of Procedure. Without consolidating and adopting an integrated plan setting out objectives, priorities and activities for the year, or at least for the parliamentary session, the Assembly will find it difficult to monitor or assess the fulfilment of its mandate.

For years, the Assembly of Kosovo has operated without an integrated work plan. It was only in April 2026 that the Assembly adopted its first Work Plan for the spring session, marking a step towards more structured planning of parliamentary activities. Work planning continues at committee level, following the same model that has remained unchanged for years. At the start of parliamentary sessions, committees consult the Government Legislative Programme and draw up work plans accordingly, incorporating the consideration and scrutiny of draft laws within their remit. In drawing up these plans, committees **do not critically assess the demands that the volume of legislation envisaged in the Legislative Agenda may place on their work, including the deadlines for its consideration, which are often unrealistic.** For example, for the three-month period October–December 2026 alone, the Government Legislative Programme envisages the submission of a total of 52 draft laws and 13 international agreements: 30 in October, 12 in November and 23 in December.

Committee work is affected by the pace at which the Government submits draft laws, which often makes it difficult for committees to organise their work. For example, Draft Law No. 11/L-017 amending and supplementing the Law on the Prevention of Money Laundering and Combating Terrorist Financing was received by the Assembly on 30 September 2026, adopted at first reading on 5 October and at second reading on 15 October, all within just 15 days. This short timeframe limited the scope for detailed consideration, consultation with experts and interest groups, and public hearings. Committee planning must therefore take account not only of the number of draft laws but also of the time and capacity needed to consider them.

This mismatch was also evident in committees that had yet to complete their work planning but were required to consider draft laws within set deadlines. On 15 October, for example, the Committee on Rights and Interests of Communities and Return postponed discussion of its remit and work plan, yet at the same meeting considered the draft laws on the prevention of money laundering and amendments to budget appropriations for 2026. This shows that the pace of the legislative process affected committee agendas even before they had finished planning their organisational activities.

During October, parliamentary committees worked on drawing up and adopting work plans for the autumn session. By 30 October, 14 of the 16 committees had considered their plans, but six had approved them only in draft form, requesting further additions. Meanwhile, the Committee on Rights and Interests of Communities and Return and the Committee on Health postponed consideration of their plans until subsequent meetings.

During October, parliamentary committees engaged in drafting and approving work plans for the autumn session. By October 30, 14 of the 16 committees had reviewed their plans; however, six of them approved them only as drafts, requesting further additions. Meanwhile, the Committee on the Rights and Interests of Communities and Returns, as well as the Committee on Health, postponed the review of their plans to future meetings.

Monitoring of committee work planning has shown that committees continue to follow previous models, without a critical or innovative approach. Their work plans contain few legislative initiatives originating from the committees themselves and show that planning is 100% dependent on the Government's Legislative Programme. Analysis of the 14 adopted plans shows that activities relating to the consideration of draft laws dominate these plans. The Committee on Legislation has planned 12 reviews of draft laws, the Committee on Environment 10, the Committee on Foreign Affairs 8 and the Committee on Economy 7. Although the implementation of laws remains the country's most acute problem, committees generally give very little priority in their work plans to activities involving oversight of the implementation of laws or oversight of institutions, including ministerial reporting and oversight visits in the field. Only five committees have planned activities to oversee the implementation of laws, while seven have planned field visits. Nor is the selection of laws whose implementation will be monitored based on a clear or evidence-based system.

The inconsistency in committees' approach to oversight is illustrated by the Committee on Environment, which has envisaged more than eight field visits to various institutions, and the Committee on Economy, which has planned six reviews of institutional reports and three reporting appearances by ministers. The Committee on Oversight of Public Finances, meanwhile, has devoted a substantial share of its work to examining institutional reports. Committee oversight activities are largely confined to routine obligations to examine annual reports and hear reports from ministers, without additional initiatives by the committees themselves. This demonstrates the lack of a more proactive approach to oversight. Some plans also include visits and meetings without specifying their number, making it difficult to assess workloads in advance and measure the completion of activities.

At the end of the parliamentary session, committees produce work reports recording the activities carried out and the extent to which their work plans have been fulfilled. The effectiveness of this assessment, however, depends on the quality and specificity of the objectives and activities set out in advance in the plans, so that progress can be clearly measured and activities not carried out can be identified.

The absence of a monthly calendar and the need for long-term planning

Although the Assembly's Rules of Procedure expressly require the adoption and publication of a monthly calendar of proceedings, this practice has yet to become an established part of how the Assembly organises its work. Under Article 19, paragraph 2.3, of the Rules of Procedure, the Presidency of the Assembly, meeting jointly with the chairs of the parliamentary groups, adopts a calendar of proceedings for one month, which is then published on the Assembly's official website. This provision establishes a mechanism for planning parliamentary activities in advance and coordinating them.

Without this instrument, work is organised mainly through daily or weekly notices. This makes it harder to coordinate plenary sittings with committee meetings and increases the likelihood of overlapping activities, particularly for MPs who sit on several committees. Short-term planning also limits the scope for distributing the consideration of draft laws, institutional reporting and oversight activities evenly over time. As a result,

agendas may become concentrated in particular periods, while unfinished business is carried over to subsequent meetings.

Beyond meeting its obligation to produce a monthly calendar, the Assembly needs a broader planning instrument covering the session or the year. A long-term calendar would allow priorities, periods of plenary work, the consideration of draft laws and parliamentary oversight activities to be scheduled in advance. It would also provide a basis for aligning the Government's legislative programme with the Assembly's capacity and agenda, and for coordinating committee plans with the overall pace of parliamentary work.

Such planning would also make the Assembly's work more predictable for MPs, institutions, civil society, the media and citizens, allowing them to learn about planned activities in good time and prepare to participate. Alongside the regular adoption of a monthly calendar, the Assembly should therefore consider drawing up a calendar for each session or for the whole year, to serve as a basis for organising and coordinating parliamentary activities.

In this regard, the Assembly should also consider modernising planning processes through information technology and artificial intelligence. Integrated calendars and digital monitoring dashboards, together with the digitisation of documents, archives and research materials, would enable better coordination of activities, more systematic tracking of deadlines and more accurate measurement of the results of parliamentary work.

Plenary agendas and the carry-over of business from one sitting to the next

The absence of an integrated Assembly work plan directly affects the proper planning and preparation of plenary sittings. In line with established practice and the Rules of Procedure, the Presidency prepares the agenda for the next sitting and a provisional agenda for subsequent sittings, in consultation with parliamentary group representatives and the relevant institutional actors. The Presidency of the Assembly meets every Monday, while plenary sittings are usually scheduled for Thursdays, organising work largely on a weekly cycle. However, this practice raises the question of whether the planning cycle accommodates the volume and pace of legislative work envisaged by the Government. The legislative agenda can vary considerably from one period to another, both in the number of draft laws expected to be submitted and in their complexity and the deadlines for their consideration. **As well as limiting the time MPs have to prepare properly for the items on the agenda, this practice fails to accommodate the pace and volume of work envisaged in the Government's Legislative Agenda**.

Another recurring practice is the carry-over of unfinished business from one sitting to the next, mainly because the quorum required for its consideration or adoption is lacking. One example is the proposal to appoint MPs to parliamentary committees, which was placed on the agenda for 15 October, deferred to the sitting of 22 October for lack of a quorum, and included again on the agenda for 29 October without the process being completed. This practice means that outstanding issues are continually carried over to subsequent agendas, adding to new items and increasing the risk of overloading the agenda. If this way of organising work continues, the Assembly risks returning to sittings with excessively long agendas, as in previous legislatures, when agendas contained more than 50 items. This not only complicates the planning of plenary work but may also affect the time and scope available to MPs for substantive consideration and discussion. Unfinished business therefore needs to be tracked more clearly, and agendas planned more realistically, taking account of the time required to address each item.

MPs on committees: some on four, others on none

Alongside committee composition, the distribution of MPs across committees presents another challenge to the organisation of parliamentary work. Monitoring data show that 19 MPs, or around 16% of the Assembly's membership, do not sit on any parliamentary committee. Nine are Serb List MPs whose proposed appointments were not finalised during this period. Other MPs who have not been assigned to committees include the leaders of three political parties, Bedri Hamza, Lumir Abdixhiku and Ramush Haradinaj; Deputy Speaker Ardian Gola; and MPs Avni Dehari, Labinotë Demi-Murtezi, Vjosa Osmani, Veton Berisha and Adem Hodža. The monitoring data do not establish the reasons in each case, so it is not possible to conclude whether this reflects the MPs' own choices, decisions by parliamentary groups or the way committee memberships are allocated.

Other MPs sit on several committees at the same time. Albert Kinolli and Fridon Lala are members of four committees, while Albana Bytyqi, Artan Asllani, Burim Ramadani, Ergül Mazrek, Teuta Haxhiu and Time Kadrijaj each sit on three. This distribution is partly linked to the representation of smaller parties and non-majority communities, which have fewer MPs and consequently need to assign their representatives to several committees to ensure participation across different areas of parliamentary work. However, this concentrates the workload on a limited number of MPs, who must divide their time between several committees and fulfil different legislative and oversight responsibilities.

Uncoordinated committee meeting schedules

This workload becomes even more apparent when meeting times are not coordinated. Monitoring identified at least three instances in which meetings of committees with shared members directly overlapped. On 13 October, the Committee on Budget and the Committee on Foreign Affairs, both of which included MP Ariana Musliu-Shoshi, met at the same time. On the same day, at 13:00, the Committee on Environment and the Committee on Public Administration, both of which included MP Alban Bajrami, held simultaneous meetings. On 14 October, at 10:00, the Committee on Oversight of Public Finances and the Committee on Rights and Interests of Communities and Return, both of which included MP Eman Rrahmani, also met simultaneously.

A further 20 instances were identified in which meetings were scheduled very close together, limiting MPs' ability to attend both if one meeting ran longer than the interval between them. Monitoring also found cases in which MPs arrived late or left before meetings ended in order to attend another parliamentary activity.

The way subsequent meetings are scheduled is another factor contributing to this situation. In many cases, committee chairs set the time of the next meeting at the end of the current one, without first consulting the Assembly's administration or having a full picture of the commitments of MPs who sit on several committees. This practice makes coordination between committees more difficult and increases the likelihood of scheduling overlaps.

These findings show that committee meeting times cannot be planned separately from committee membership and MPs' workloads. It is therefore recommended that the Assembly's administration coordinate scheduling through an integrated electronic system showing the schedules of all committees and the commitments of MPs who sit on more than one. Such a mechanism would make it possible to identify and avoid overlaps in advance, helping to ensure attendance, a quorum and more orderly committee work.

Committee composition and its impact on planning

Planning and the functioning of parliamentary committees require the representation of all parliamentary groups and communities, so that committee priorities and activities reflect the different interests and concerns represented in the Assembly. On 25 September 2026, the Presidency of the Assembly and the chairs of the parliamentary groups discussed the allocation of the 16 parliamentary committees, while on 28 September the Assembly approved their composition and membership numbers. Under the decision, 15 committees were to have 11 members each and the Committee on Rights and Interests of Communities and Return 12 members.

However, the appointment of all members had not been completed by the end of October, as the proposed Serb List representatives did not receive the necessary support. Under the planned allocation, the party was to be represented on all committees: by the chair and three members on the Committee on Rights and Interests of Communities and Return, by the second deputy chair on seven committees, and by one member on each of the other eight committees. As a result, these representatives were unable to participate in drawing up committee work plans and setting priorities.

The exclusion of community representatives limits the opportunity for their interests, needs and concerns to be voiced directly in parliamentary discussions. This may

affect how committees set priorities, consider draft laws and oversee institutions, leaving issues that directly affect non-majority communities overlooked. The absence of this contribution at the planning stage also limits opportunities to identify in good time the effects that policies and laws may have on these communities. This is particularly important for the Committee on Rights and Interests of Communities and Return, but also for other committees dealing with areas that affect their lives.

The impact of incomplete membership was also evident in the functioning of the Committee on Rights and Interests of Communities and Return. During October, two meetings of this committee, scheduled for 14 and 21 October, did not take place for lack of a quorum. However, incomplete membership cannot be regarded as the sole cause of the lack of a quorum, since attendance by the other members could have allowed the meetings to proceed.

Full committee membership is important both for political and community representation and for an inclusive parliamentary planning and decision-making process. The appointments should therefore be completed without further delay so that all communities can be represented and contribute to setting priorities and exercising committee responsibilities.

Administrative capacity and professional support for committees

Implementation of work plans depends not only on planning and MPs' participation but also on the administrative and professional capacity supporting committees. According to the data obtained, ten committees have two support staff each, three have three each, and a further three have only one each. In addition, five officials each support two committees, meaning that their time and work must be divided between two parliamentary structures.

Support staff play an important role in preparing and organising committee work, including preparing meeting materials, supporting the consideration of draft laws, documenting discussions and following up planned activities. Their responsibilities extend beyond regular committee work to supporting working groups, committees of inquiry and ad hoc committees when these are established. These additional commitments require time and administrative and professional preparation, adding to the overall staff workload. Staffing levels and the allocation of responsibilities should therefore match the remit, workload and complexity of each committee's work.

The data show differences in the relationship between planned activities and available staff. The Committee on Environment, Spatial Planning and Infrastructure has a broad remit and has planned 26 activities, but has only two support staff. The Committee on Economy has planned 24 activities and has three support staff, while the Committee on Oversight of Public Finances has planned 11 activities, including the examination of institutional reports, but has only one support official. These figures raise the question of whether administrative capacity matches committee workloads and responsibilities.

Assigning one official to support two committees presents an additional challenge, particularly when their meetings, deadlines and tasks coincide. In such cases, the same administrative capacity must meet the needs of two committees, creating the potential for delays in preparing materials and following up activities. This is particularly relevant to committees with heavy legislative or oversight workloads, and to those involved in additional processes through working groups or special committees.

The Assembly should therefore review staff allocation on the basis of committee workloads and remits, also taking account of commitments to working groups and special committees. This assessment should also establish whether current capacity is sufficient or whether committees with heavier workloads need more support staff. As these officials form part of the Assembly's public administration and perform professional and administrative functions, it is also important to ensure that they have continuing opportunities to develop and strengthen their professional capacities.

The findings of this analysis show that the challenges in organising the Assembly's work extend beyond the absence of a monthly calendar or delays in adopting

committee plans. They involve a range of factors affecting how priorities are set, workloads are distributed among committees and MPs, activities are coordinated and the capacity to carry them out is secured. The lack of a shared planning framework, the continual carry-over of unfinished business in plenary sittings, incomplete membership of some committees and overlapping schedules show that the organisation of work still relies on a fragmented approach. In these circumstances, work plans risk remaining formal documents unless accompanied by concrete coordination and follow-up mechanisms.

Several concrete changes are needed to move towards more integrated and effective planning:

Drawing up and implementing an Integrated Work Plan for the Assembly: The Assembly should draw up and implement a realistic and transparent Integrated Work Plan for the parliamentary session or year, covering the activities of the Presidency, plenary sittings and parliamentary committees. The plan should go beyond a compilation of individual plans to establish a shared approach to planning, based on clear legislative and oversight priorities, with deadlines, responsibilities and mechanisms for tracking implementation. This should include coordinating calendars, tracking unfinished business and avoiding overlaps in parliamentary agendas. Planning should also be supported by greater use of information technology and artificial intelligence through digital calendars and monitoring dashboards, as well as the digitisation of documents, archives and research materials, to organise and measure parliamentary work more efficiently. To this end, the Presidency should also regularly meet its obligation to adopt and publish the monthly calendar of proceedings in accordance with the Assembly's Rules of Procedure.

Strengthening institutional capacity to implement the plan: The Assembly should assess whether its administrative, professional and technological capacities are sufficient to implement the Integrated Work Plan. This assessment should cover the allocation of support staff according to committee workloads, the need to increase staffing levels and the provision of continuing training to develop professional capacities. Investment is also needed in digitising planning, coordination and reporting processes through an integrated system that enables activities and their degree of completion to be tracked.

Ensuring representation and a balanced distribution of MPs' workloads: The Assembly should complete all committee appointments in good time, ensuring that parliamentary groups and communities are represented in planning and decision-making. At the same time, the allocation of MPs to committees should take account of their workloads and their actual ability to attend meetings, so that responsibilities are not concentrated on a limited number of MPs and conditions are in place for committees to function regularly.

The content of parliamentary committee plans: Committees should draw up work plans that clearly define objectives, activities, deadlines and expected results, ensuring a balance between legislation, parliamentary oversight and the participation of citizens and interest groups. Alongside the consideration of draft laws, plans should include concrete activities to oversee the implementation of laws, examine institutional reports, hear reports from ministers, conduct field visits and hold public hearings. They should also provide for mechanisms to track the completion of activities and report periodically on progress, delays and the reasons for non-completion.

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