

Government of the People's Republic of Bangladesh



Ministry of Local Government, Rural Development and Cooperatives
Local Government Division

Operational Handbook on Citizen Participation
Through Ward Committee and Town Level Coordination Committee (TLCC)

May 2018

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Local Government Division

Ministry of Local Government, Rural Development and Cooperatives
and

Japan International Co-operation Agency-Jica

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Preface

Paurashava is one of the important part of the local government system of Bangladesh. The pressure of population is increasing due to rapid urbanization in the country, according to last population census the average population growth rate in urban area is 4.1%¹. The number of Paurashavas are standing as 329, till December, 2017. Although the number of Paurashavas are going up, but manpower, administrative capacity and ability of service delivery system are not equal stand for all Paurashavas. That is why on the basis of particular indicators the Paurashavs are divided into 3 (three) categories, such as A-Class, B-Class and C-Class Paurashava. It is found in different observation that, in all level of Paurashavas have scope of improvement in the area of good governance, providing quality services and expanding the volume of citizen services. In this context, Strengthening Paurashava Governance Project (SPGP) starts work from 2015 through Local Government Division under the Ministry of Local Government, Rural Development and Cooperatives. Seven Paurashavas are primarily incorporated to work with the project as pilot basis, which official duration is July 2015 to June 2018.

The goal of SPGP is, ‘Measures for Paurashava capacity development are taken nation-wide’. At the same time a Paurashava capacity development framework is established. To achieve this goal the activities which have been implementing by SPGP, one of important task is to ensure citizen participation in local decision making process. Based on this, following legal procedure absolutely one Ward Committee is formulated in each Ward comprised on 10 members and one Town Level Coordination Committee/TLCC comprised on 50 members is formulated for each Paurashava. The Handbook named ‘Functional handbook on Citizen Participation through TLCC & Ward Committee’ is published to implement the Committee’s activities accurately. After preparing a draft Handbook several training and workshop are conducted in Paurashava and central level. The Handbook is reviewed gradually getting feedback from each training and workshop. In addition LGD, LGED, NILG provided important contribution for improving the quality of the Citizen Participation Handbook though given valuable opinion.

Using this Functional Handbook Ward Committee and TLCC are well functioning in all pilot Paurashavas. Not only conducting meeting, the citizen’s committee are playing a vital role to prepare development plan, tax assessment & collection, preparing draft budget, formulating and implementing development project and ensuring accountability of the Paurashavas to provide quality services. I believe that, others Paurashavas would be benefited using this handbook.

This Handbook is developed on the basis of ‘Local Government (Paurashava) Act, 2009’, it also includes relevant Govt. Rules, Office Order and all latest Amendment. On the way of improving the quality of the handbook an important level was to hold several review-meeting with LGD, in this quality improvement process some texts have been added and deleted and incorporated overall observation of LGD. If any opinion or observation are found at the application level then that would be sincerely acknowledged and the book will be improved accordingly. This handbook named, ‘Citizen Participation through Ward Committee and TLCC’ is printed for nationwide using in all Paurashavas. I believe, this handbook will play a special role to activate and strengthen urban local governance through ensuring citizen participation in local level. I’m grateful and thanking to the relevant persons who were involved in preparation and publication process of the handbook.

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¹ (Population Census, BBS, 2011)

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1. Introduction

1.1 Citizen's Participation in Paurashava activities

Paurashava is one of the important pillars of the local government system of Bangladesh. In Paurashavas, in line with the section-115 and 14 of the Local Government (Paurashava) Act, 2009 the elected representatives as well as appointed officials are held accountable for delivering citizen services according to the needs of their constituency voiced and debated in various kinds of open forums, including but not limited to the Ward Committee and the Town Level Coordination Committee (TLCC). In Ward Committee and TLCC, residents of Paurashavas can publicly articulate their demands for solving challenges found in the development of physical infrastructures and other types of citizen-services which fall under the mandate of each Paurashava. At the same time, the citizen can contribute by supporting Paurashava in the form of consultation, participation, advice, implementation among others to efficiently materialize proposed solutions regarding services and development activities including specially tax assessment and tax collection.

1.2 Objectives of the Operational Handbook on TLCC and Ward Committee

The objective of the present handbook is to inform Ward Committee and TLCC members and Paurashava Officials who are necessary to support the Ward Committee and TLCC activities understand following:

- Assist to understand how Ward Committee and TLCC are formulated;
- Assist to understand what is the function of Ward Committee and TLCC in accordance with relevant rules and regulations;
- Assist to understand how Ward Committee and TLCC are arranged and
- Assist to understand how to prepare necessary documents such as meeting minutes, annual activity calendar and other necessary documents.

2. Legal Overview

2.1 Principle of the Government of People's Republic of Bangladesh

The Constitution of Bangladesh defines democracy as one of the nation's fundamental principles, because of peoples participate in decision making process in a democratic state through elected representatives. As per the Article 59 & 60 of the Constitution of the

Box – 1

Legal Sections for forming Ward Committee and TLCC as per Paurashava Act, 2009

14. Ward Committee: (1) with approval from municipality, every ward can form ward committee with persons no more than ten, and elected ward councilor shall be the chairman of that committee.

115. Dialogue with the People of Municipal Area: (1) in every municipality, the elected municipality shall form a committee with members not more than 50 to dialogue with community people issues relating services and others.

Rules regarding 'Constitution and ToR of Ward Committee' is shown in Attachment-3 and Office Order regarding 'Constitution and ToR of TLCC' is shown in Attachment-4.

People's Republic of Bangladesh the responsibility of local governance and the power linked with the local governance- institutions have been handed over to the persons who are legally elected. In light with the Constitution several Acts are enacted for different level of Local Government Institution, 'Local Govt. (Paurashava) Act, 2009' is one of the important part of that.

This Acts defining the rights, duties and responsibilities of Paurashavas and its constituencies.

2.2 The Local Government (Paurashava) Act, 2009

In 2009 The Local Government (Paurashava) Act, 2009 has been introduced. In implementation level, The Act is introduced broadly as Paurashava Act, 2009. After initiation of this Act the performance of Paurashavas have become more transparent, manifest and specific.

2.3 Existing Legal Documents for Ward Committee and TLCC

In accordance with Section -120 of the Local Government (Paurashava) Act-2009, Government can provide for all or any of matters enumerated in the 6th Schedule. Along with this, the Local Government Division may issue rules and regulations, circulars, and office orders to run the Paurashava activities smoothly. Paurashavas are also entitled to frame bylaws and regulations as per the Section -121 (7th schedule) and the Section-122 (8th schedule) of the Act. LGD has issued a set of rules entitled "the Paurashava (Constitution of Ward Committee and Term of Reference: TOR) Rules, 2012" through notification published in the Bangladesh Gazette on June 26, 2012, which is at present the legal document to be followed by all Paurashavas for defining the establishment and function of WC.

However, in line with the provisions of the Section-115 of the Paurashava Act, 2009 an Office Order have been issued on 09 March 2011, memo no. – 258 regarding formation of TLCC and its TOR, TLCC activities are conducting through this Office Order. The sections regarding formation of Ward Level Coordination Committee have been cancelled through the Memo Number-1645 issued on October 18, 2012; the TOR of TLCC still sticks to the guideline of the Memo Number-258 issued on March 09, 2011.

3. Expected "Positive Cycle" of citizen participation

Ward Committee and TLCC can contribute to improving the quality and increase the volume of public services in the Paurashava. Ward Committee and TLCC activities are one of effective systems on citizen participation. Figure-1 shows the ideal "Positive Cycle" that start from citizen participation. The elements of the "Positive Cycle" of citizen participation described below.

1. To attend in Paurashava's TLCC and Ward Committee meetings regularly, positively and actively participate in the meetings, monitor the activities taken by Paurashava and ensure the outcomes of the activities for all, this process is called citizen participation.
2. When residents monitor activities conducted by the Paurashava and input their real problems and

needs to the Paurashava through TLCC and Ward Committee, then Mayor, Councilors and Paurashava Officials become careful about the people opinion. We can expect such a situation enhanced transparency and accountability.

3. When the Paurashava revenue is increased, the Paurashava administration can allocate more money for its service delivery and consequently it will be easy to increase the volume of service delivery

4. When residents are sure of quality service delivery, they can have the strong sense of trust towards the Paurashava administration and become willing to accept the civic responsibility, fulfillment of resident obligations.

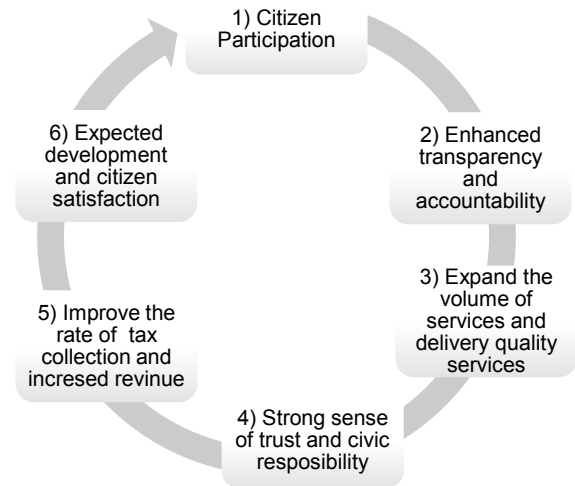


Figure 1: Positive Cycle of Citizen Participation

5. One of resident obligations is a taxpaying duty and, when residents surely believe the civic responsibility including the taxpaying duty, the tax collection rate is improved and, consequently, the Paurashava revenue can be increased.
6. When Mayor, Councilors, and Paurashava Officials become more careful about the people's opinion, they (Mayor, Councilors) also become careful about the quality services and development activities by which citizen satisfaction are increased. On the other hand, residents participate and monitor the development activities, so expected development become easier.

The process of the positive cycle is an ongoing process.

4. Structure and Overall Function of TLCC and Ward Committee

4.1 Number, Formulation and TOR of Ward Committee (WC)

4.1.1 Number of Ward Committee

A Ward Committee is established in every Ward, as per the Section-14 of the Paurashava Act, 2009. Councilor of the concern Ward will be the chairperson of that committee. Relevant female Councilor will be the Vice-Chair of the Ward. Total members of the committee will not exceeding 10.

4.1.2 Formulation process of Ward Committee

Establishment of Ward Committee shall be guided by the Section-14 of the Paurashava Act- 2009 and Rule-3 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012”. A Ward Committee in each Ward shall be established with approval of the Paurashava Council within three months of officially starting the function of the Paurashava Council.

According to the provision of Section-3 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012” regarding Govt. order of the composition of Ward Committee is defined in below small box -

3. Ward Committee. – (1) Ward Committee in each Ward shall be established incorporating following members with approval of the Paurashava Council within three months of officially starting the function of the Paurashava Council, such as -

Box- 2
Activated Citizen Participation

Strengthening Paurashava Governance Project (SPGP) have been conducting various activities to strengthen Paurashava governance since the commencement in 2014. Project activities is began incorporating 7 Paurashavas as pilot Paurashava from 7 old divisions. Name of the Paurashavs – 1. Bakergonj 2. Chengarchar 3. Atghoria 4. Shoilkupa 5. Kanaighat 6. Pakundia and 7. Ulipur. (Here, it is mentioned that, Pakundia and Ulipur Paurashavas are selected for observation, they don't get any assistance). Aiming to ensuring citizen participation in Paurashava governance, SPGP taken and implemented several training programs for people concerned such as - Mayors, Councilors, WC/TLCC Member-Secretaries and WC/TLCC members.

Before starting the project, three (3) out of seven (7) Pilot Paurashavas formulated WC and TLCC fully, however, all of Pilot Paurashava's activities were not satisfactory. At present, SPGP found that the basement of citizen participation is well developed and well organized at five (5) Pilot Paurashavas; this success is reflected in different reports as of September 2017. Ward Committee and TLCC have been formulated at 5 pilot Paurashavas in time and their activities are running actively and regularly.

Recently, SPGP identifies one example. This example is, all pilot Paurashavas separately arranged a large scale discussion meetings through TLCC on draft budget for fiscal year 2017 – 2018. The meetings were held during the period of May and June, 2017, where broadly discussion was undertaken between the Paurashavas and the citizens. As per expectation of Government and citizen, the budget of Paurashava and Paurashava related information would be easier to the residents – SPGP continuing his initiatives to achieve the said objectives.

As an outputs of this activities it may mention that, at the beginning of the project at Shoilkupa Paurashava, it means during the fiscal year of 2014 & 15, total tax demand was 27, 87,453 taka, total collected tax was 13,27,516 taka and percentage of **tax collection was 47.62**. As therefore, training on ‘Citizen Participation through Ward Committee & TLCC’ and ‘Financial Management Training’ including other regular assistance on capacity building activities are continued through SPGP. As a result tax demand at Shoilkupa Paurashava is fixed in total 51, 48,402 taka for 2016-17 fiscal year, total collected amount of tax is 40, 45,530 taka and percentage of **tax collection is 78.58** taka for same fiscal year. Now the Projects Paurashavas realize that – it is necessary to make discussion meeting with the citizens before finalizing the draft budget at the same time need to ensure citizen participation in tax collecting process.

Table-1: Composition of Ward Committee

| Representation | Position |
|---|------------------|
| Elected Councilor of the respective Ward | President |
| Elected Female Ward Councilor (FWC) of the reserved seat | Vice-President |
| Three (3) representatives from the urban poor | Member |
| Two (2) representatives from civil society | Member |
| Two (2) representatives from professional associations | Member |
| Assistant Engineer / Sub-Assistant Engineer of the relevant Paurashava. | Member–Secretary |

The instruction of Paurashava Act, 2009 regarding number of members of Ward Committee is mentioned in below box -

14. Ward Committee: (1) with approval from municipality, every ward can form Ward Committee with persons no more than ten,

According to Rule 3(2) of Paurashava (Constitution of Ward Committee and TOR) Rules, 2012 the female representatives shall be 40% from the total member of Ward Committee.

Along with this, following criteria may be followed for the selection of Ward Committee members:

1. Members of Ward Committees are preferably those who are familiar with Ward livelihood, most likely long time dwellers and who demonstrate strong leadership and willingness for serving her/his community.
2. The Paurashava Parishad shall issue a notification concerning the establishment of Ward Committee along with its TOR, and the copy is distributed to all concerned members and made available to public in general through different media including the Paurashava notice board.

4.1.3 Functions of Ward Committee

Section - 14 of the Paurashava Act, 2009 (the 2nd Chapter) defines the rules on formulation of Ward Committee and its governance for each Ward and as per the light of the rules a more specific TOR: tasks assigned to Ward Committees are defined in “the Paurashava (Constitution of Ward Committee and TOR) Rules, 2012”.

The TOR of WC and its interpretations corresponding to certain actions/initiatives are shown in the table below:

Table - 2: TOR and work strategy of Ward Committee

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|--|--|----------------|
| 1. | Holding discussion on the quality and problems | <ul style="list-style-type: none"> Chairperson will initiate discussion and fix the procedure to organize and | Chairperson |

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|--|--|---|
| | of ongoing and planned development works with the residents at the Ward level | <p>arrange open meeting.</p> <ul style="list-style-type: none"> The discussion with Ward residents will be made at the open meeting. | |
| 2. | Making a presentation on issues related to infrastructure, services and problems of the Ward at the committee meeting based on the Article-115 | <ul style="list-style-type: none"> Chairperson will make a presentation to report the discussion and decisions of his/her Ward Committees meeting at the TLCC meeting. | Chairperson |
| 3. | Conducting activities to raise public awareness on payment of tax, sub-tax, bills, toll, rate, etc. | <ul style="list-style-type: none"> Chairperson initiates discussion on the activities for raising public awareness on the payment of tax, sub-tax, bills, toll, rate, etc. When the consensus is built among Ward Committees members on the awareness raising activity, the Ward Committees members will prepare a campaign plan and will select implementation strategy (such as Rally, Poster/Leaflet distribution and other activities on mass communication) and will take initiatives for implementation. | Chairperson, Member-Secretary and all members |
| 4. | Collecting essential socio-economic data including birth and death registration | <ul style="list-style-type: none"> Chairperson will initiate discussion on the collection of socio-economic data and select an effective method after the discussion. The discussion shall be recorded in the meeting minutes and the result of data collection shall be monitored at the next Ward Committee meeting. | Member-Secretary |
| 5. | Advising the Council to adopt streetlight, source of safe drinking water, and other public welfare-related projects | <ul style="list-style-type: none"> Chairperson will initiate discussion on the citizen service and public welfare related to projects and prepares a set of recommendations from the Ward Committee meeting to promote necessary projects based on resident's needs. The recommendations will be | Chairperson |

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|---|---|---|
| | | discussed as advice in Paurashava Council for implementation. | |
| 6. | Creating people's awareness on cleanliness, sanitation, environmental conservation, and tree plantation | <ul style="list-style-type: none"> Chairperson will take initiative for discussion on the activities for raising public awareness on cleanliness, sanitation, environmental conservation, and tree plantation. When the consensus is built among the Ward Committee's members to implement awareness raising activities, the Chairperson will initiate the decision of implementation process/mechanism considering the actual measures that are necessary to be taken. | Chairperson, Member-Secretary and all members |
| 7. | Increasing awareness regarding unity and good relationship among people of various classes and occupations | <ul style="list-style-type: none"> Chairperson will initiate discussion on the establishment of unity and good relationship among people of various classes and occupations. To build awareness on above mentioned issues, methodologies/process are identified through the discussion at the Ward Committee meeting. Awareness building activities shall be implemented following the agreed process. | Chairperson, Member-Secretary and all members |
| 8. | Preparing the list of persons covered by various development programs, such as Vulnerable Group Development (VGD), Vulnerable Group Feeding (VGF), old age allowance, subsidy, etc. and forwarding it to the Paurashava Council | <ul style="list-style-type: none"> Chairperson will initiate discussion and fix the appropriate criteria to select target persons for the certain development programs. The criteria is fixed and the list of persons selected based on the fixed criteria will be sent to the Paurashava Council with Ward Committee's comments. | Chairperson, Member-Secretary and all members |
| 9. | Assisting the Paurashava administration in public | <ul style="list-style-type: none"> Chairperson will initiate discussion on the importance of providing voluntary | Chairperson, Member-Secretary |

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|---|---|---|
| | health related program, through providing voluntary services, particularly with respect to prevention, of various diseases, family planning programs, and waste management | <p>services.</p> <ul style="list-style-type: none"> • Ward Committee members shall discuss activity site, measures/strategy and resources for the voluntary services. • During the implementation period, the progress will be monitored in the Ward Committee meeting. | tary and all members |
| 10. | Undertaking emergency programs to fight epidemic and natural disaster | <ul style="list-style-type: none"> • When an unexpected situation is appeared, an additional meeting will be organized to discuss emergency actions with the assistance of Paurashava and Government. | Chairperson, Member-Secretary |
| 11. | Regarding the approval of the budget by the Paurashava Council, arranging an open meeting once every six months, inviting 150 prominent residents of the Ward to discuss the overall activities of the Ward, and submitting people's demands to the Paurashava Council for the implementation | <ul style="list-style-type: none"> • Regarding the allocation of the budget by the Paurashava Council, the Ward Committee shall take initiative to arrange open meeting twice a year, list down the invited residents/guests, and select meeting agenda. • People's opinions are collected at the open meeting, and their demands are put down and will be submitted to Paurashava Council through the concerned Councilor. • Relevant Councilor will incorporate legal public needs in the meeting agenda of Paurashava Council and will take initiative for fulfillment of citizen's demand. | Chairperson, Member-Secretary and all members |
| 12. | Carrying out any other responsibilities as may be directed by the Government and Paurashava Council | <ul style="list-style-type: none"> • Ward Committee shall put as agenda regarding any other responsibilities directed by the Government and Paurashava and shall take a decision for implementation. | Chairperson, Member-Secretary |

4.1.4 Organizing a Ward Committee Meeting

Procedures to hold a Ward Committee meeting, as indicted in the Rule-4 of "The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012" are stated in below box:

1. Ward Committee shall hold at least one meeting in each quarter (three-month interval).
2. Ward Committee Chairperson or Vice-Chair of the Ward Committee in the case of Chairperson's absence shall preside over the Ward Committee meeting and the person who presides over the meeting shall conclude the meeting by summarizing discussion and decisions.
3. Ward Committee Member-Secretary, in consultation with the President, shall set the date, time, agenda and invite the meeting after preparing working paper.
4. The notice of Ward Committee meeting invitation is to be issued at least seven days prior to the date of holding a meeting; but the notice is not required in the case of an adjourned meeting.
5. A quorum shall be formed with the attendance of 5 (50%) members; but the quorum shall not be required for an adjourned meeting.
6. The agenda of the meeting is clearly and specifically mentioned in the notice of invitation and the meeting shall be conducted according to the set agenda.
7. Previous Ward Committee meeting minutes shall be approved and the progress of previous meeting decisions shall be reviewed.
8. When any decisions made at the meeting are not implemented or accomplished, the Ward Committee Chairperson shall explain the reasons of such non-compliance at the next meeting.

Following issues are essential to follow for holding a Ward Committee meeting effectively:

- a) An attendance list is circulated among attendees to fill out required information and put their signature.
- b) At the beginning of a Ward Committee meeting, the quorum is to be confirmed.
- c) Discussion is made following the order of agenda mentioned in working paper.
- d) Meeting minutes are recorded in a binding book as per a prescribed format. It includes all the names of attendees including Councilors members.
- e) Ward Committee members listen patiently and carefully to other member statements. On the other hand, Ward Committee members speak and make their comments concisely.
- f) Ward Committee members contribute to the discussion for solving problems by means of submitting different solutions and identifying the most effective and possible solution collectively instead of complaining and criticizing existing problems.
- g) The Ward Committee Chairperson ensures that Ward Committee members concentrate on the on-going topic during the discussion and avoid straying from the on-going topic before the concluding the on-going topic. The Ward Committee Chairperson confirms the conclusion before moving to other topics.

4.1.5 Agenda of Ward Committee meeting

To conduct a meeting successfully within determined time, it is the most important to carry on the

discussion according to pre-determined agenda. Therefore, the agenda of the Ward Committee meeting is fixed before organizing the meeting. One sample agenda may follow, which is shown as below:

Agenda-1: Read and confirm the previous meeting minutes;

Agenda-2: Review the progress of previous meeting decisions;

Agenda-3: Discussion on the pre-fixed agenda and

Agenda-4: Miscellaneous/other topics.

4.1.6 Format of Ward Committee Working Paper, Ward Committee Meeting Minutes

Working Paper of Ward Committee is one kind of documents which is made following selected agendas and different issues of agendas are incorporated in an orderly manner. The working paper can help WC members to understand the topics of discussion together with their background. Chairperson can conduct a meeting in an orderly manner and the meeting can be kept from irrelevant discussion. Therefore, the Ward Committee Member-Secretary can record the discussion efficiently.

A common format for preparing the working paper and writing Ward Committee meeting minutes can ease the process and save time for the documentation of both. A sample format is shown in **Attachment 1** at the end of this handbook together with detailed instructions how to fill them out. A more general procedure for writing the working paper and meeting minutes is shown as below:

- 1) The Ward Committee Member-Secretary prepares working paper by filling in pre-selected agendas in the first column of the format while keeping others blank;
- 2) The Ward Committee Member-Secretary distributes the working paper as attachment to the notice convening the Ward Committee meeting.
- 3) During the meeting, remaining columns are to be filled up following discussion, progress review, decisions, recommendations, responsible person(s) and due date for the implementation of decisions as required in the format. After filling necessary columns, the working paper is changed to and called meeting minutes.
- 4) After rechecking drafted meeting minutes, the Chairperson and Member-Secretary of Ward Committee put their signature and distribute to the Ward Committee members.
- 5) Drafted Ward Committee Meeting Minutes are reviewed and approved at the next Ward Committee meeting.

4.1.7 Reporting

Ward Committees are necessary to submit a written report to the Paurashava Council on the progress of Ward Committee activities quarterly.

The instruction regarding reporting system of Ward Committee under Rules no. – 6 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012” is described in below box:

Rule – 6. Sending Report. - Committees will submit a report to the Paurashava Council on the progress of Ward Committee on three months interval.

In addition, the Ward Committee Meeting Minutes are displayed in public through the available means such as a Paurashava notice board.

4.1.8 Action Cycle of the Ward Committee Meeting

As mentioned in the previous chapter, the Ward Committee meeting is conducted on a quarterly basis. The instruction regarding arranging Ward Committee meeting under Rules no. – 4 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012” is described in below box:

4. Meeting of the Ward Committee. – (1) The Committee will have to arrange at least one committee meeting in every three (3) months.

Certain time bound actions are required to manage the meeting efficiently. While all members are responsible for conducting the meeting productively, some members are assigned to conduct specific tasks. The following time bound action cycle shown in **Figure 2** can help Ward Committee members organize the Ward Committee meeting smoothly.

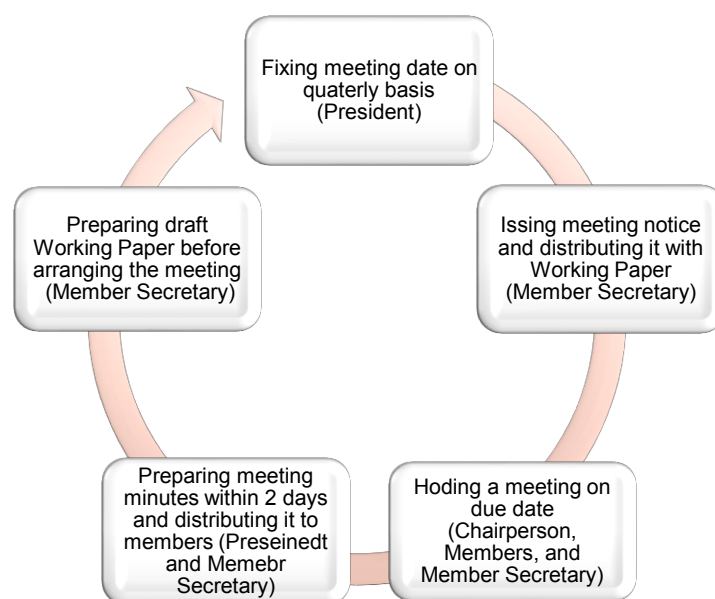


Figure 2: Action Cycle of the Ward Committee Meeting

4.2 Formation and TOR of Town Level Coordination Committee (TLCC)

4.2.1 Government guideline for formulation of TLCC

LGD issued an Office Order on 09 March, 2011, memo number-258, in line with the provision of the

Section-14 and 115 of the Local Government (Paurashava) Act, 2009 regarding the formation and TOR of Ward Level Coordination Committee (WLCC) and Town Level Coordination Committee (TLCC). The office order aims to promote the expression of residents on their development needs and opinions for Paurashava development activities through citizen participation. The sections related to the formation of Ward Level Coordination Committee in the Memo Number-258 have been repealed by the Memo Number-1645 issued by LGD on October 18, 2012 and “Paurashava (Formation and TOR of WC) Rules, 2012” is issued. However, the composition and TOR of TLCC still follows the above-mentioned order: Memo Number -258, especially, serial number-2 (b) regarding the formation of TLCC and serial number-3 for the TOR of TLCC, because it has not yet been repealed by any updated memo or rule.

4.2.2 Composition of TLCC

Each Paurashava shall organize TLCC and TLCC members is not over 50. The TLCC members can give their opinions on the tax assessment and collection including different services and others development activities as per the Sub Article-2 of above mentioned Section-115. The Composition and TOR of TLCC are defined in section-115 and serial number-24 in the 6th schedule of the Paurashava Act, 2009.

The composition of TLCC (Which is valid until the new notification or office order from the Government is issued.) is shown in below Table-3.

Table 3: Sample composition of TLCC

| Representation | Position |
|--|------------------|
| Mayor | Chairperson |
| Councilors (12 members are nominated by the Mayor) | Member |
| Representatives from line departments (District Administration, Local Government Engineering Department, Department of Public Health Engineering, Road and Highway Department, Public Works Department, Social Welfare Department, Cooperatives and Telephone & Telegraph Department – 08 persons) | Member |
| Representatives from professional groups (Education, Culture, Lawyers, Businessmen, Doctors – 05 persons) | Member |
| NGO representatives - 04 persons | Member |
| Civil Society – 12 persons | Member |
| Representatives from urban poor – 07 persons | Member |
| Chief Executive Officer (CEO)/Secretary | Member-Secretary |

The instruction of Paurashava Act, 2009 regarding number of TLCC members is mentioned in below box -

115. (1) in every municipality, the elected municipality shall form a committee with members not more than 50 to dialogue with community people issues relating services and others.

The following issues will be followed during the formulation of TLCC according to the Office Order issued on 09 March 2011, memo no – 258.

- 1 – 3 members are nominated from each Wards.
- At least one-third (1/3) of the total members is allocated for females.
- Suitable citizens are contacted to know the willingness to join the TLCC before the final selection.
- Line organizations are identified considering the importance of their roles.

4.2.3 Terms of Reference/TOR of TLCC

The TOR of TLCC and its work strategies are shown in following Table 4:

Table 4: TOR and work strategy of TLCC

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|--|--|----------------------------------|
| 1. | Holding discussion on the preparation of overall development plan including raising awareness of citizens for their active participation in different stages of the planning process | <ul style="list-style-type: none"> • The area of citizen participation shall be identified in preparing ‘Overall Development Plan’ of the Paurashava through the discussion at the TLCC meeting. • Processes/techniques shall be chosen for citizen participation in the identified areas. • Awareness raising activities would be conducted following the process in relation to the citizen participation for preparing the development plan. | All members |
| 2. | Assisting, supervising, and monitoring the progress of Paurashava overall development plan preparation | <ul style="list-style-type: none"> • The progress of the ‘Overall Development Plan Preparation’ of Paurashava shall be presented at the meeting. • The progress of preparing the development plan is discussed at the meeting after the presentation. • Necessary assistance shall be provided by the TLCC members to prepare the ‘Overall Development Plan’. | Chairperson and Member-Secretary |
| 3. | Discussing Paurashava tax | <ul style="list-style-type: none"> • The Member Secretary with the permission of the Mayor will report the updated | Chairperson |

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|--|---|---|
| | assessment and collection at the TLCC meeting | <p>situation of tax assessment and collection to TLCC members.</p> <ul style="list-style-type: none"> • The TLCC Chairperson initiates the discussion on the report by the Secretary and TLCC will make a recommendation to solve the identified problems on the tax assessment and collection. • Concerned sections/departments will implement the TLCC recommendations after getting approval from the Paurashava Council • The progress of implementation shall be reviewed at the following meeting. | and Member-Secretary |
| 4. | Discussing various services delivered by the Paurashava | <ul style="list-style-type: none"> • The Chairperson will initiate discussion on various services delivered by the Paurashava to the citizen and Members will analyze whether the citizen services provided by the Paurashava are satisfactory or not, if any problems or gaps are found then recommendations will be made for overcoming the identified discrepancies. | All members |
| 5. | Holding the first meeting of the TLCC within 15 days of its formation | <ul style="list-style-type: none"> • The Mayor ensures holding the first meeting of the TLCC within 15 days of its formation. Member-Secretary will assist regarding this issue providing necessary information on time. | Chairperson and Member-Secretary |
| 6. | Holding TLCC meetings once in three months and preparing meeting minutes | <ul style="list-style-type: none"> • The Mayor ensures holding a TLCC meeting once every three months and instructs the executive officer/secretary to arrange meetings properly. • After holding a meeting, the preparation and distribution of meeting minutes should be ensured. Member-Secretary will take necessary initiatives regarding this issue. | Chairperson and Member-Secretary |
| 7. | Discussing the progress, quality, and problems of development works | <ul style="list-style-type: none"> • The progress report of development works shall be presented at the meeting, initiates discussion on the quality and any other problems of development works, and | Chairperson, Member-Secretary and all members |

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|---|--|---|
| | implemented by the Paurashava | invites opinions from the members. <ul style="list-style-type: none"> If there are problems of development works, TLCC shall make recommendations to solve such problems and submits them to concerned authorities/departments/committees. | |
| 8. | Discussing issues about Paurashava governance improvement | <ul style="list-style-type: none"> Pauro-Mayor will initiate the discussion on the Paurashava governance improvement. The Mayor will invite TLCC members to participate in the discussion for making recommendations regarding the improvement of existing Paurashava governance. After discussion, agreed recommendations for improving Paurashava governance shall be sent to the Paurashava Council. The progress of recommendations sent by TLCC would be reviewed at the next TLCC meeting. | Chairperson, Member-Secretary |
| 9. | Discuss citizen involvement in Paurashava development activities | <ul style="list-style-type: none"> TLCC will identify the area where, there are the scope to promote citizen participation for development works and shall make recommendations. TLCC shall review the progress of recommendations to promote the citizen participation at the following meeting and gives advices or additional recommendations, if necessary. | Chairperson, Member-Secretary and all members |
| 10. | Discuss the progress of Paurashava Standing Committee activities | <ul style="list-style-type: none"> Chairpersons of respective Standing Committees will report the progress of their activities at the meeting. The progress of activities by the respective Standing Committees will be discussed at the meeting and TLCC shall make comments on their activities, if necessary. | Relevant Chairpersons of all Standing Committees. |
| 11. | Record discussions and decisions in the form of minutes, follow-up actions/ | <ul style="list-style-type: none"> Mayor will instruct the executive officer/secretary to prepare meeting minutes to record discussion and decisions. | Chairperson, Member-Secretary |

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|--|---|----------------|
| | status of implementation at the following meetings, and continue the process | <ul style="list-style-type: none"> • The meeting minutes shall be reviewed and approved by TLCC at the following meeting. • TLCC members shall monitor the progress of their decisions and fixed actions in reference to the meeting minutes. | |

4.2.4 Organizing a TLCC Meeting

TLCC shall hold at least one meeting in each quarter (three-month interval).

This issue is mentioned as below in an Office Order issued on 09 March 2011, Memo no. – 258, in serial no. – 6 of TLCC-TOR.

| |
|---|
| 6) To arrange a meeting on three month interval and prepare meeting minutes for each meeting. |
|---|

The following procedure is followed for holding a TLCC meeting:

- 1) TLCC holds the first meeting within 15 days of TLCC establishment.
- 2) TLCC Secretary convenes a meeting by setting date, time and agenda with the working paper attached in consultation with Mayor. The Working Paper is disclosed publicly such as the Paurashava notice board, at the same time it should be up loaded in Paurqshava Web-site.
- 3) The notice of the TLCC meeting is issued at least seven days before holding the meeting; but the notice is not required in the case of an adjourned meeting.
- 4) A quorum or the minimum number of members is required for adopting decisions. A quorum is at the attendance of 25 (50%) members; but the quorum is not required for an adjourned meeting.
- 5) Meeting agenda shall be clearly and specifically mentioned in the notice of invitation and the meeting is conducted according to the agenda. The working paper shall be attached to the notice.
- 6) The Mayor of Paurashava presides over the meeting, and concludes it with a brief closing remark.
- 7) In the case of absent of the Mayor, the Panel Mayor 1 presides over the meeting.
- 8) An attendance list is circulated among attendees to fill out required information and put their signature.
- 9) The meeting minutes of the previous TLCC meeting shall be read out and confirmed. The progress of the decisions made at the previous meeting shall be reviewed.
- 10) Discussion is conducted following the order of pre-fixed agenda.
- 11) When any decision made at the previous meeting is not implemented or accomplished, the TLCC Chairperson shall explain the reasons.
- 12) Meeting minutes are recorded in a binding book following the prescribed format. It includes all the names of attendees.
- 13) Every resolution is distributed to the all TLCC members within 2 days after the meeting and

approved at the following meeting. The resolution is displayed publicly such as the Paurashava notice board although it is distributed to all members of TLCC, at the same time it should be up loaded in Paurqshava Web-site.

4.2.5 Recommended attitudes for the members during the TLCC meeting

- TLCC members listen patiently and carefully to other member statements. On the other hand, TLCC members speak and make their comments concisely.
- TLCC members contribute to the discussion for solving problems of submitting different solutions and identifying the most effective and possible solution collectively instead of complaining and criticizing existing problems.
- TLCC Chairperson will ensure that, TLCC members concentrate on the on-going topic and will be careful straying from the on-going topic before concluding current topic. The TLCC Chairperson confirms the conclusion before moving to other topics.

4.2.6 Agenda of TLCC Meeting

To conduct a meeting successfully within determined time, it is the most important to carry on the discussion according to the pre-determined agenda. Therefore, the agenda of the TLCC meeting is fixed before organizing the meeting. One sample agenda is shown as below:

Agenda-1: Read and confirm the previous meeting minutes;

Agenda-2: Review the progress of previous meeting decisions;

Agenda-3: Discussion on the pre-fixed agenda and

Agenda-4: Miscellaneous/other issues

4.2.7 Format for Working Paper, Minutes of TLCC Meeting

TLCC working paper is made following selected agendas and different issues of agendas in an orderly manner. Working paper can help the TLCC members to clearly understand the topics. Chairperson can conduct a meeting in an orderly manner and the meeting is kept from irrelevant discussion. Therefore, the TLCC Secretary can record the discussions efficiently.

A common format for preparing working paper and writing TLCC meeting minutes can ease the process and save time for the documentation of both. A sample format is shown in **Attachment 2** at the end of this handbook together with detailed instructions how to fill them out. A more general procedure for writing working paper and meeting minutes is shown as below.

- 1) The TLCC Secretary prepares working paper by filling in pre-selected agendas in the first column of the format while keeping others blank.
- 2) The TLCC Secretary distributes the working paper as attachment to the notice convening the TLCC meeting.
- 3) During the meeting, remaining columns are to be filled up following discussion, progress review, decisions, recommendations, responsible person(s) and due date for the implementation of decisions as required in the format. After filling necessary columns, the working paper is changed to and called meeting minutes.

- 4) After rechecking drafted meeting minutes, the TLCC Chairperson and the TLCC Secretary put their signature and distribute to TLCC members.
- 5) Drafted WC Meeting Minutes are reviewed and confirmed at the next TLCC meeting.

4.2.8 Action Cycle of TLCC Meetings

TLCC meeting is conducted on three months interval. Certain time bound actions are required to manage the meeting efficiently. While all members are responsible for conducting the meeting productively, some members are assigned to conduct specific tasks. The following time bound action cycle shown in **Figure 3** can help TLCC members organize the TLCC meeting smoothly.

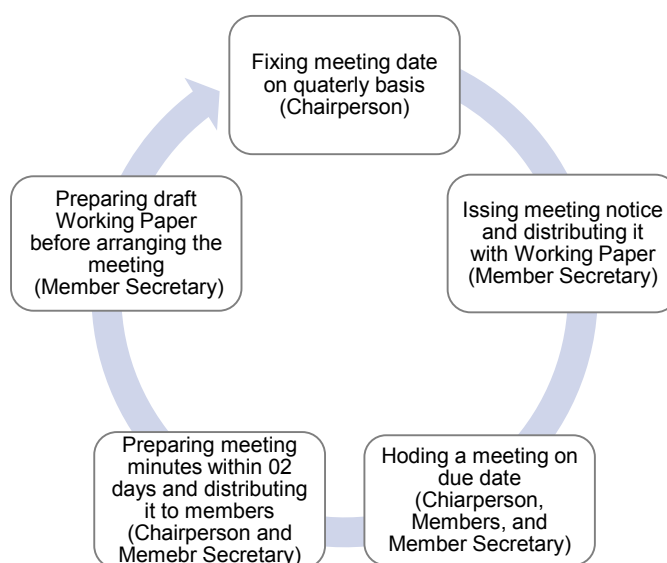


Figure 3: Action Cycle of the TLCC Meeting

4.2.9 Flow of Decision Making and Information Dissemination through TLCC and Ward Committees

TLCC and Ward Committees are part of the Paurashava decision-making process that starts from the Ward level and culminates at the Paurashava Council as following process.

- (1) The demands of residents are transmitted to the Ward Committee both individually and collectively through the Ward Committee members.
- (2) The demands of residents with other issues are discussed at the Ward Committee meeting and its decisions/recommendations are forwarded to the Paurashava Council. The Ward Committees may inform its decisions/recommendations to the TLCC, if appropriate.
- (3) The demands of residents with other issues are discussed at the TLCC meeting and its decisions/recommendations are forwarded to the Paurashava Council.
- (4) Decisions/recommendations relevant to public services and administration made by the Standing Committees are forwards to the Paurashava Council.
- (5) The Paurashava Council discusses decisions/recommendations submitted by WC, TLCC, Standing Committees and sets out decisions, solutions, and/or countermeasures. The

Paurashava Council may request relevant Standing Committees and TLCC to conduct further examination, if necessary.

- (6) The decisions, solutions, and/or countermeasures of the Paurashava Council are transmitted to the TLCC through the Mayor, and to the Ward Committees through the respective Ward Councilors.
- (7) The respective Ward Committee members disseminate the decisions, solutions, and/or countermeasures of the Paurashava Council to urban citizens and community groups. Urban citizens and community groups can be also informed directly from the Ward Committees.

The following figure shows the general flow of Paurashava decision-making and information dissemination with citizen participation through Ward Committee and TLCC.

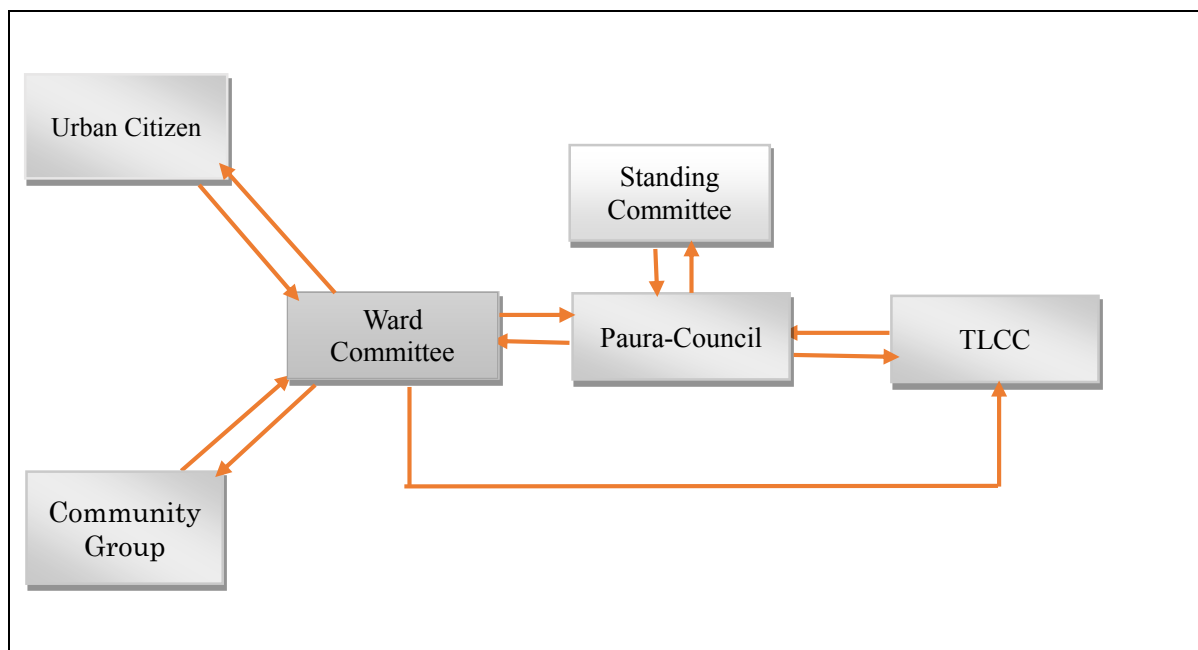


Figure 4: Flow of decision making and Information dissemination through Ward Committee & TLCC.

5. Time Sequence of Ward Committee and TLCC

Ward Committee and TLCC meetings are held at least quarterly in parallel with different activities planned for the Paurashava. So, it is helpful to prepare an annual calendar whenever starting afresh each fiscal year with important dates signaled, reviewing them periodically, and modifying them when necessary. By use of the formulated calendar, Ward Committee and TLCC participants can understand the timing of each meeting considering other key Paurashava activities, deadlines, and programs, and Ward Committee /TLCC activities well ahead of time. Good planning helps Ward Committee and TLCC members better prepare for a constructive deliberation.

6. Fiscal Year Calendar /Activity Planner (July-June)

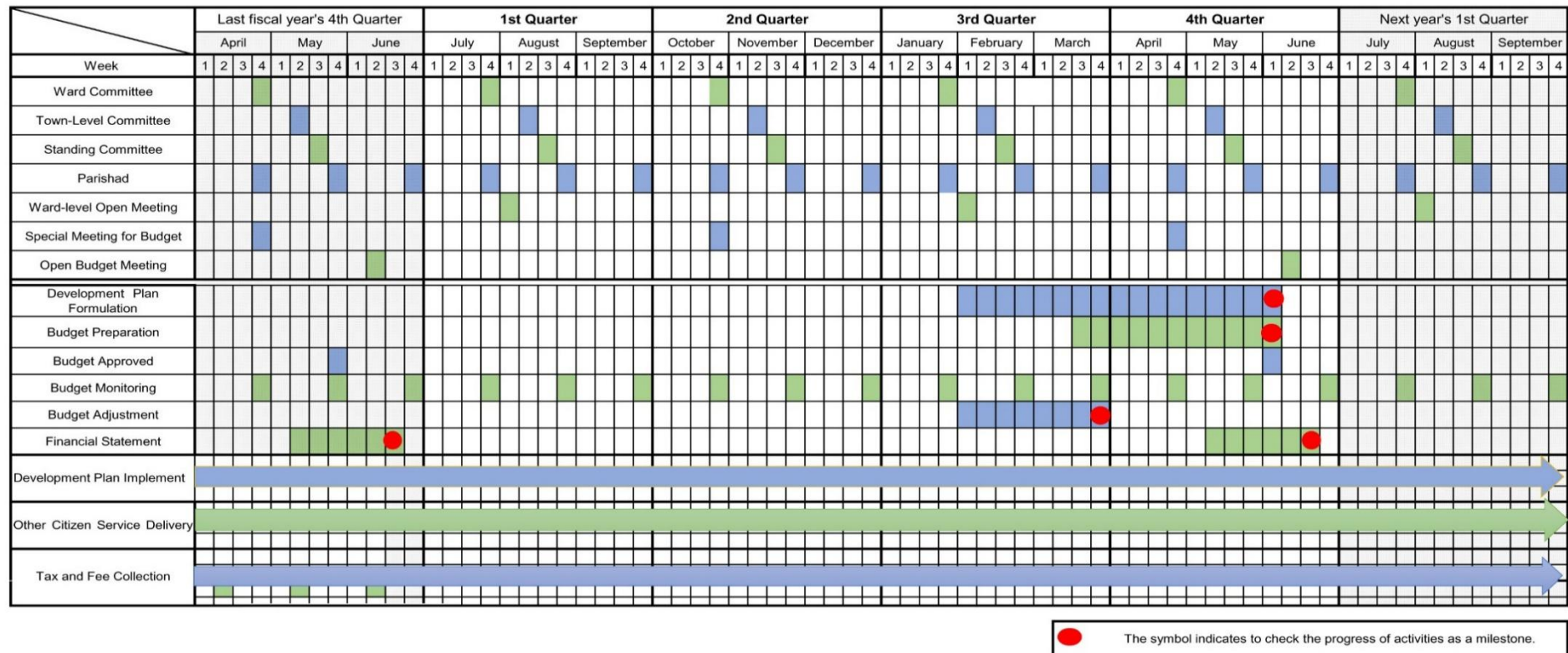
A fiscal year at the Paurashava level starts in July and end in June of the following year. The fiscal year is a period during which the government spends its budget for achieving the goals set forth. WC and

TLCC meetings are held four times or more within this 12-month period. When Ward Committee and TLCC plan meetings, it is not enough just to mark the dates in the calendar without giving much consideration into the synchronization of their meetings with other activities conducted by the Paurashava.

For example, if Ward Committee doesn't hold a meeting on time prior to a TLCC meeting, it is likely that the following TLCC meeting agenda doesn't include the demands of concerned Ward consequently, and the demands of concerned Ward aren't forwarded to the Paurashava Council. It is therefore important to schedule meetings considering other important activities in the Paurashava throughout the fiscal year. The Paurashava Fiscal Year Calendar/ Activity Planner as shown in **Figure-5** below may help Ward Committee and TLCC members achieve a better programming. It contains a list of important dates to remember and plots tentative dates for convening Ward Committee and TLCC meetings. It is recommended that the calendar is made at the beginning of each fiscal year and modified whenever changes occur. Below is the sample procedure for making the calendar and following it up.

- 1) Identify important deadlines for completing certain activities or submitting reports to the central Government and to the public
- 2) Set timeline for preparing each report
- 3) Mark weeks when each meeting needs to be held for preparing these reports
- 4) Make sure meeting dates without conflicting with other meetings or important events
- 5) Revise the calendar when necessary as the year progresses

Figure 5: Fiscal Year Calendar /Activity Planner (July-June)



7. Plan-Do-Check-Action/PDCA Cycle (P=Plan, D=Do, C=Check, A=Action):

When the Fiscal Calendar/ Activity Planner is prepared, the understanding of the PDCA cycle or the “plan-do-check-action” cycle can enhance the effectiveness of the calendar. “Plan” means careful preparation; “do,” the actual implementation; “check,” the periodical revision; and “action,” implementation of corrective actions. The PDCA cycle, otherwise known as the “Deming Cycle”, is a management method used principally in the private sector for helping the continuous improvement of business processes, and hence their expected outputs and products. As the PDCA cycle has won worldwide recognition, initiatives for adopting it in the public sector started to gather momentum. The four-step model, which is repeated in the cycle, can also be applied to improve the quality of services provided by the Paurashava through citizen participation. Ward Committee and TLCC play a vital role in securing sound service delivery and healthy financial management; conscious of the PDCA cycle, shown in **Figure 6** bellows, can help achieving both.

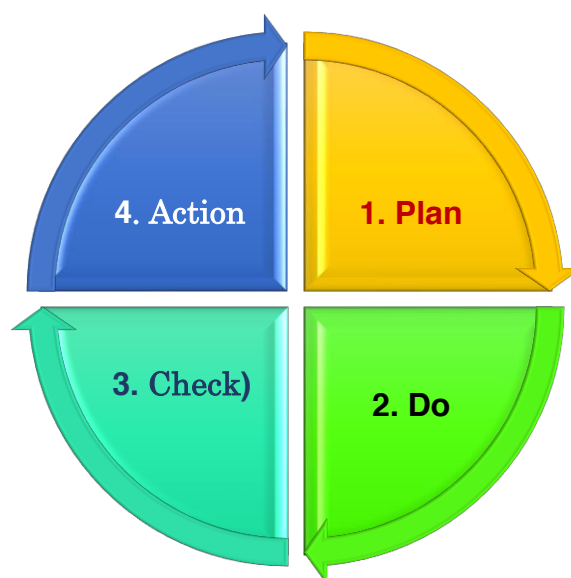


Figure 6: The PDCA Cycle

ATTACHMENT

Attachment - 1: Format on Working Paper and Meeting Minutes for Ward Committee

Instruction -1

(Working Paper and Meeting Minutes for the first Meeting of Ward Committee)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes and
2. The Sample format of Working Paper and Meeting Minutes including Attendance Sheet for the first Ward Committee meeting is shown in the page no. – 25 as **Table-‘A’** and **Table-‘A.1.’**

Working Paper for the 1st Ward Committee Meeting

1. Fill up the first column of Agenda 1 by pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
2. Keep all the columns of Agenda 2 blank and
3. Distribute the document as working paper attached to the notice of inviting a first Ward Committee meeting.

Recording Meeting Minutes of 1st Ward Committee Meeting

1. Agenda 1: After the discussion on each of the topics under Agenda 1, the conclusion of discussion is recorded in correspondent columns under Agenda 1. The explanation of the columns are described as follows:
 - a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
2. Agenda 2: At first, participants of Ward Committee are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by Ward Committee participants, the discussion on proposed issues start. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be completed.

Table – ‘A’

(Working Paper and Meeting Minutes Format for the first Meeting of Ward Committee)

Name of Paurashava :

Ward Number :

Date of the Meeting : Meeting no.

Attendance : Attachment – ‘A.1.’

Agenda-1: Discussion and decision on pre-selected issues in light of objective and TOR of the Ward Committee

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/ group /officer | Implementing timeline/ due date |
|---------------------|------------|--------------------------|------------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Agenda-2: Miscellaneous Discussion (If any)

| Issue/agenda from members | Discussion | Decision/ recommendation | Responsible person/ group /officer | Implementing timeline/ due date |
|---------------------------|------------|--------------------------|------------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Signature of President:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘A.1.’

(Sample Attendance Sheet for the first meeting of Ward Committee)

Name of Paurashava :

Ward Number :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|---------|--------------------------|-------------|---------|--------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Instruction- 2

(Working Paper and Meeting Minutes for the subsequent Meeting of Ward Committee)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes
2. The format of Working Paper and Meeting Minutes for the subsequent Ward Committee meeting Attendance Sheet is shown in page no. 28 – 29 as Table-‘B’ & Table -‘B.1.’

Working Paper for the subsequent Ward Committee Meeting

- a) Fill up the first column of Agenda 1 by name of Ward Committee member secretary and keep other columns blank;
- b) Fill up first and second columns of Agenda 2 regarding “Decision /recommendations of the last meeting” and “Progress of decision/recommendation” and keep other columns blank. The President and Ward Committee Secretary shall check the progress for filling the second columns before preparing the working paper;
- c) Fill up the first column of Agenda 3: pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
- d) Keep all the columns of Agenda 4 blank and
- e) Distribute the document as working paper attached to the notice of inviting a Ward Committee meeting.

Recording Meeting Minutes of the subsequent Ward Committee Meeting

1. Agenda 1: The draft meeting minutes of the previous meeting is read out by the Ward Committee Secretary. After the discussion, the conclusion of discussion is recorded in correspondent columns under Agenda 1: The explanation of the columns are described as follows:
 - a) “Discussion on the accuracy of the minutes” that describes the process reaching to the conclusion;
 - b) “Modification (if needed)” that describes necessary correction, if necessary and
 - c) “Decision (confirmed/approved with or without modification)” describes the final decision whether the meeting minutes are approved or not. If the meeting minutes is approved with the condition of modification, the details of necessary correction are clearly described together. After the meeting, the Ward Committee Secretary shall revise the draft meeting minutes according to the decision of the meeting.
2. Agenda 2: After the discussion based on the information shown in the first and second columns of Agenda 2, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Further decision or recommendation” that describes the necessary additional actions, if necessary;
 - b) “Responsible person/group/officer” that keeps the same as the previous or is changed if necessary and

- c) “Implementing timeline/due date” that keeps the same as the previous or is changed if necessary.
- 3.** Agenda 3: After the discussion on each of the topics under Agenda 3, the conclusion of discussion is recorded in correspondent columns under Agenda 3: The explanation of the columns are described as follows:
- a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
- 4.** Agenda 4: At first, Ward Committee participants are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by Ward Committee participants, the discussion on proposed issues starts. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 4: The explanation of the columns are described as follows:
- a) “Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be competed.
- 5.** All above record with an attendant list is combined in the prescribed format and the President signs and fill up the name and date in the correspondent columns. All members will get the meeting minutes after sign. Complete all of the subsequent draft Ward Committee meeting minutes as same process.
- 6.** After the confirmation and approval of the draft WC meeting minutes at the following meeting, the WC meeting minutes will become a final public document.
- *** It is specified in Rules 4(7) under Paurashava (Formulation and ToR of Ward Committee) Rules, 2012 that, ‘Meeting shall approve the previous meeting regulation and discuss the progress of taken decisions’. So the words ‘Approval’ and ‘Confirm’ both are useable.

Table – ‘B’

(Working Paper and Meeting Minutes Format for the subsequent Meeting of Ward Committee)

Name of Paurashava:

Ward Number :

Date of the Meeting: Meeting no.

Attendance : Attachment – ‘B.1’

Agenda -1: Read out, discussion and confirmation of the minutes of the last meeting

| Read out last meeting minutes | Discussion on the accuracy of the minutes | Modification (if needed) | Decision (confirmed/approved with or without modification) |
|--|---|--------------------------|--|
| 1 | 2 | 3 | 4 |
| Last meeting minutes is read out by Mr.----- WC Member-Secretary | | | |

Agenda-2: Review on the progress of the last meeting decisions and take decisions for next activities

| Decision /recommendation of last meeting | Progress of last meeting decision/recommendation | Further decision or recommendation | Responsible person/group/ officer | Implementing timeline/ due date |
|--|--|------------------------------------|-----------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

Agenda-3: Discussion and decision on pre-selected issues in the light of objective and TOR of the Committee

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/group / officer | Implementing timeline/due date |
|---------------------|------------|--------------------------|------------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic -1. | | | | |
| Topic -2. | | | | |
| Topic -3. | | | | |

Agenda-4: Miscellaneous /other issues (if any)

| Issue/agenda from members | Discussion | Decision/ recommendation | Responsible person/group / officer | Implementing timeline/due date |
|---------------------------|------------|--------------------------|------------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1. | | | | |
| Topic 2. | | | | |
| Topic 3. | | | | |

Signature of President:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘B.1.’

(Sample Attendance Sheet for the subsequent meeting of Ward Committee)

Name of Paurashava :

Ward Number :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|---------|--------------------------|-------------|---------|--------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Attachment - 2: Working Paper and Meeting Minutes Format for TLCC

Instruction -1

(Working Paper and Meeting Minutes for the first Meeting of TLCC)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes
2. The Sample format of Working Paper and Meeting Minutes including Attendance Sheet for the first TLCC meeting is shown in the page no. – 32 as **Table-‘C’** and **Table-‘C.1.’**

Working Paper for the 1st TLCC Meeting

- a) Fill up the first column of Agenda 1 by pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
- b) Keep all the columns of Agenda 2 blank and
- c) Distribute the document as working paper attached to the notice of inviting a first TLCC meeting.

Recording Meeting Minutes for the 1st TLCC Meeting

1. Agenda 1: After the discussion on each of the topics under Agenda 1, the conclusion of discussion is recorded in correspondent columns under Agenda 1: The explanation of the columns are described as follows:
 - a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
2. Agenda 2: At first, TLCC participants are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by TLCC participants, the discussion on proposed issues start. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be competed.

3. All above record with an attendant list is combined in the prescribed format and the Chairperson signs and fill up the name and date in the correspondent columns. All members will get the meeting minutes after sign. Complete the 1st draft Ward Committee meeting minutes as same process.
4. After the confirmation of the 1st draft TLCC meeting minutes the meeting minutes will become a final public document.

Table – ‘C’

(Working Paper and Meeting Minutes Format for the first Meeting of TLCC)

Name of Paurashava:

Date of the Meeting: Meeting no.

Attendance : Attachment – ‘C.1.’

Agenda-1: Discussion and decision on pre-selected issues in the light of objective and TOR of TLCC.

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/ officer/group | Implementing timeline/ due date |
|---------------------|------------|-----------------------------|--------------------------------------|------------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Agenda-2: Miscellaneous Discussion (If any)

| Issues/agenda from members | Discussion | Decision/ recommendation | Responsible person/officer/group | Implementing timeline/ due date |
|-------------------------------|------------|-----------------------------|-------------------------------------|------------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Signature of Chairperson:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘C.1.’

(Sample Attendance Sheet for the first meeting of TLCC)

Name of the Paurashava :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|------------|-----------------------------|-------------|---------|-----------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Instruction - 2

(Working Paper and Meeting Minutes for the subsequent TLCC Meeting)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes
2. The Sample format of Working Paper and meeting minutes including Attendance Sheet for the subsequent TLCC meeting is shown in the page no. – 35 & 36 as **Table-‘D’** and **Table-‘D.1.’**

Working Paper for the subsequent TLCC Meeting

- a) Fill-up the first column of Agenda 1 by writing the name of TLCC Member-Secretary and keep other columns blank;
- b) Fill-up first and second columns of Agenda 2 regarding “Decision /recommendation of the last meeting” and “Progress of decision/recommendation” and keep other columns blank. The Chairperson and TLCC Secretary shall check the progress for filling the second columns before preparing the working paper;
- c) Fill up the first column of Agenda 3 by pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
- d) Keep all the columns of Agenda 4 blank and
- e) Distribute the document as working paper attached to the notice of inviting a TLCC Meeting

Recording Meeting Minutes of the subsequent TLCC Meeting

1. **Agenda 1:** The draft meeting minutes of the previous meeting is read out by the TLCC Secretary. After the discussion, the conclusion of discussion is recorded in correspondent columns under Agenda 1: The explanation of the columns are described as follows:
 - a) “Discussion on the accuracy of the minutes” that describes the process reaching to the conclusion;
 - b) “Modification (if needed)” that describes necessary correction, if necessary and
 - c) “Decision (confirmed/approved with or without modification)” describes the final decision whether the meeting minutes are approved or not. If the meeting minutes is approved with the condition of modification, the details of necessary correction are clearly described together. After the meeting, the TLCC Secretary shall revise the draft meeting minutes according to the decision of the meeting.
2. **Agenda 2:** After the discussion based on the information shown in the first and second columns of Agenda 2, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Further decision or recommendation” that describes the necessary additional actions, if necessary;

- b) “Responsible person/group/officer” that keeps the same as the previous or is changed if necessary and
 - c) “Implementing timeline/due date” that keeps the same as the previous or is changed if necessary.
- 3. **Agenda 3:** After the discussion on each of the topics under Agenda 3, the conclusion of discussion is recorded in correspondent columns under Agenda 3: The explanation of the columns are described as follows:
 - a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
- 4. **Agenda 4:** At first, TLCC participants are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by TLCC participants, the discussion on proposed issues starts. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 4: “The explanation of the columns are described as follows:
 - a) Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be competed.
- 5. All above record with an attendant list is combined in the prescribed format and the Chairperson signs and fill up the name and date in the correspondent columns. All members will get the meeting minutes after sign. Complete the subsequent draft TLCC meeting minutes as same process.
- 5. After confirmation and approval of the draft TLCC meeting minutes at the following meeting, the TLCC meeting minutes will become a final public document.

Table – ‘D’

(Working Paper and Meeting Minutes Format for the subsequent TLCC Meeting)

Name of Paurashava :

Date of the Meeting : Meeting no.

Attendance : Attachment – ‘D.1’

Agenda -1: Read out and confirmation of the minutes of last TLCC meeting

| Read out last meeting minutes | Discussion on the accuracy of the minute | Modification (if needed) | Decision (confirmed/approved with or without modification) |
|--|--|--------------------------|--|
| 1 | 2 | 3 | 4 |
| Last meeting minutes is read out by Mr. TLCC Member Secretary | | | |

Agenda-2: Review on the progress of last meeting decisions and take decision for next activities

| Decision /recommendation of last meeting | Progress of last meeting decision/ recommendation | Further decision or recommendation | Responsible person/group/ officer | Implementing timeline/ due date |
|--|---|------------------------------------|-----------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

Agenda-3: Discussions and decision on pre-selected issues in light of objective and TOR of TLCC

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/group/ officer | Implementing timeline/due date |
|---------------------|------------|--------------------------|-----------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic -1. | | | | |
| Topic -2. | | | | |
| Topic -3. | | | | |

Agenda-4: Miscellaneous /other issues (if any)

| Issues/agenda from members | Discussion | Decision/ recommendation | Responsible person/group/ officer | Implementing timeline/due date |
|----------------------------|------------|--------------------------|-----------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1. | | | | |
| Topic 2. | | | | |
| Topic 3. | | | | |

Signature of Chairperson:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘D.1.’

(Sample Attendance Sheet for the subsequent meeting of TLCC)

Name of the Paurashava :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|---------|--------------------------|-------------|---------|--------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Attachment-3: Paurashava (Constitution and TOR of Ward Committee) Rules, 2012

Registered No. DA – 1

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Gazette

Additional number

Published by Authority

Tuesday, June 26, 2012

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Paura – 1 section

Gazette

Date, 5 Asar 1419 Bengali/19 June 2012 Eng.

SRO No. 206- Act/ 2012. - According to the clause 120 of the Local Government (Paurashava) Act, 2009(Rule No. 58 of year 2009), and clause 14 legible here, the Government is enacting the following regulations. These are -

1. Name of the Rules: -This Regulation will be recognized as Paurashava (Constitution of Ward Committee and Term of Reference) Rules, 2012.

2. Definition. - If there is nothing contrary to subject or context in this Rules-

(1) “Act” means Local Government (Paurashava) Act, 2009

(Rule No. 58 of year 2009);

(2) “Ward” means the ward defined under the section 2 clause14;

(3) “Ward Committee” means the committee formed under rule 3;

(4) “Section” means the section of law;

(5) “Paurashava” means the Paurashava formed under section 6;

(6) “Council” is defined under article 2 clause (38).

(96655)

Price: BDT 4.00

3. Formulation of Ward Committee. – (1) within (3) three months of forming the Municipality, the committee will be formed in each ward with the approval of the council including following members; such as

- a) Elected councilor of the affiliated Ward and that person will be the President of the Ward Committee;
- b) One (1) councilor of reserved seat of the affiliated ward will also be the Vice-president of the Ward Committee;
- c) Three (3) representatives from the urban poor people;
- d) Two (2) representatives from the civil society;
- e) Two (2) representatives from the professional organizations;
- f) Assistant Engineer / Sub-Assistant Engineer under the concern Paurashava are also shall be the member secretary.

(2) 40 % will be female members of the committee which is formed under the sub-Rule (1).

4. Meeting of the Ward Committee. –

- (1) The Committee will have to arrange at least one (1) committee meeting in every three (3) months.
- (2) The President will preside the meeting and, in the case of absence of the President, the Vice-President of the ward committee will preside the meeting.
- (3) The Member-Secretary will call the meeting after confirming date, time and agenda with the consent of President.
- (4) At least seven days earlier of the committee meeting, the notice will have to be served duly but for adjourned meeting, no notice is required.
- (5) The presence of five members of the committee will form the quorum, but for adjourned meeting, quorum is not required.
- (6) Certain agenda of the meeting will have to be mentioned in the served notice and the meeting will be conducted accordingly.
- (7) The meeting will approve the minutes of the previous meeting and analyze the progress of the taken decisions.
- (8) If any decision of the committee is failed to be actualized, President will present the cause in the next meeting.

5. Terms and Reference of the Ward Committee. – According to the Act, the function area of the Ward Committee will be as follows:

- (1) Holding discussion on the quality and problems of ongoing and planned development works with the residents at the Ward level;

- (2) Making a presentation on issues related to infrastructure, services and problems of the Ward committee meeting based on the Section -115;
- (3) Conducting activities to raise public awareness on payment of tax, sub-tax, bills, toll, rate, etc.
- (4) Collecting essential socio-economic data including birth and death registration;
- (5) Advising the Council to adopt streetlight, source of safe drinking water, and other public welfare-related projects;
- (6) Creating people's awareness on cleanliness, sanitation, environmental conservation, and tree plantation;
- (7) Increasing awareness regarding unity and good relationship among people of various classes and occupations;
- (8) Preparing the list of persons covered by various development programs, such as Vulnerable Group Development (VGD), Vulnerable Group Feeding (VGF), old age allowance, subsidy, etc. and forwarding it to the Paurashava Council;
- (9) Assisting the Paurashava administration in public health related program, through providing voluntary services, particularly with respect to prevention, of various diseases, family planning programs, and waste management;
- (10) Undertaking emergency programs to fight epidemic and natural disaster;
- (11) Regarding the approval of the budget by the Paurashava Council, arranging an open meeting once every six months, inviting 150 prominent residents of the Ward to discuss the overall activities of the Ward, and submitting people's demands to the Paurashava Council for the implementation;
- (12) Carrying out any other responsibilities as may be directed by the Government and Paurashava Council.

6. Sending Report. - The Committee will send progress report of the ward activities to the council after each three (3) months.

Order given by the President
Abu Alam Md. Shahid Khan
Secretary.

Printed by Md. Abu Yusuf (Joint-Secretary), Deputy-Director, Additional responsibility, Printing House of the Bangladesh Government. Published by Abdur Rashid (Deputy-Secretary), Bangladesh Form and Publication office, Tejgaon, Dhaka. Web site: www.bgpress.gov.bd

Attachment-4: Office Order on Constitution and TOR of TLCC, 2011

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Paura – 1 section
www.lgd.gov.bd

Memo no. – 46.063.022.01.00.001.2011-258

Date: 25 Falgun 1417 Bengali
09 March 2011 Eng.

Office Order

In line with the section-115 and 14 of the Local Government (Paurashava) Act- 2009, the following two committee are formulated to create the scope of giving more citizen's opinion through mass people participation in Paurashava development activities:

a) Ward Level coordination Committee (WLCC)

| | | |
|---|------------------|---|
| Elected Councilor of the respective Ward | Chairperson | Members of the committee shall not exceeding 10 |
| Elected Female Councilor (Reserve seat) of the Ward | Co-Chairperson | |
| Representatives from the urban poor (03 persons including 01 female) | Member | |
| Representatives from civil society (02 persons including 01 female) | Member | |
| Representatives from professional associations (02 persons including 01 female) | Member | |
| Assistant Engineer /Sub-Assistant Engineer | Member-Secretary | |

02) The mentioned committee shall take approval from the monthly meeting of Paurashava Council. After enacting an order regarding formulation of WLCC with TOR and after taking approval from the Parashava Council, all concerned shall be informed the TOR and all WLCC members shall be informed the formulation process and TOR of WLCC.

Terms of Reference (TOR):

| | |
|----|---|
| 1) | Holding discussion on the quality and problems of ongoing and planned development works |
| 2) | Arrange open meeting inviting Ward's residents aiming to incorporate development activities and Paura-administration. |
| 3) | Make a presentation in TLCC through Councilor on infrastructure and debatable issues of services. |
| 4) | Conduct activities to raise public awareness on payment of tax and user charge. |
| 5) | Incorporate the Ward Committee in some selected services to assist and management of water supply, solid waste management etc. |
| 6) | To work with other relevant issues, as examples – environment, health and health management, law and order, birth and death registration etc. |
| 7) | Arrange WLCC meeting on quarterly basis, prepare meeting minutes, discuss the decisions of previous meeting in next meetings, monitoring the implementation process of the taken decision and continue the similar activities. |
| 8) | Taking approval budget by the Paurashava, arranging an open meeting once every six months, inviting 150 prominent residents of the Ward to discuss the overall activities of the Ward, and submitting people's demands to the Paurashava Council for the implementation |

(b) Town Level Coordination Committee (TLCC)

| | | | |
|----|---|------------------|---|
| 1. | Mayor | Chairperson | Members of the committee shall not exceeding 10 |
| 2. | Councilors (12 members are nominated by the Mayor) | Member | |
| 3. | Representatives from line departments (District Administration, Local Government Engineering Department, Department of Public Health Engineering, Roads and Highway Department, Public Works Department, Social Welfare Department, Cooperatives and Telephone & Telegraph Department – 08 persons) | Member | |
| 4. | Representatives from professional groups (Education, Culture, Lawyers, Businessmen, Doctors – 05 persons) | Member | |
| 5. | NGO representatives - 04 persons | Member | |
| 6. | Civil Society – 12 persons | Member | |
| 7. | Representatives from urban poor – 07 persons | Member | |
| 8. | Chief Executive Officer (CEO)/Secretary | Member-Secretary | |

03. The following issues will be followed during the formulation of TLCC

- 1) 01 – 03 members are nominated from respective Wards.
- 2) At least one-third of the total members is allocated for females.
- 3) Suitable citizens are contacted to know the willingness to join the TLCC before the final selection.
- 4) Line organizations are identified considering the importance of their roles.

Terms of Reference (TOR)

| | |
|-----|--|
| 1) | Holding discussion on the preparation of overall development plan including raising awareness of citizens for their active participation in different stages of the planning process |
| 2) | Assisting, supervising, and monitoring the progress of Paurashava overall development plan preparation |
| 3) | Discussing Paurashava tax assessment and collection at the TLCC meeting |
| 4) | Discussing various services delivered by the Paurashava |
| 5) | Holding the first meeting of the TLCC within 15 days of its formation |
| 6) | Holding TLCC meetings once in three months and preparing meeting minutes |
| 7) | Discussing the progress, quality, and problems of development works implemented by the Paurashava |
| 8) | Discussing issues about Paurashava governance improvement |
| 9) | Discuss citizen involvement in Paurashava development activities |
| 10) | Discuss the progress of Paurashava Standing Committee activities |
| 11) | Record discussions and decisions in the form of minutes, follow-up actions/ status of implementation at the following meetings, and continue the process |

04. Concerned Paurashavas shall ensure citizen participation in citizen services and development activities of the Paurashavas after forming the mentioned committee following accurately the Terms of Reference of the Committee.

(Dr. Md. Harun-Or-Rashid Biswas)

Senior Assistant Secretary

Date: 25 Falgun 1417 Bengali

09 March 2011 Eng.

Memo no. : 46.063.022.01.00.001.2011-258/1 (314)

Sent for information and taking necessary action:

- 1) Chief Engineer, LGED (Attention – Project Director, UGIIP-2).

- 2) Director General, MEE wing, that department. It is requested to incorporate WLCC & TLCC issue in evaluation form for evaluating Paurashava performance
- 3) Mayor/Administrator,.....Paurashava, District –
- 4) Senior Assistant Secretary (Paura – 2), Local Government Division.

(Dr. Md. Harun-Or-Rashid Biswas)

Senior Assistant Secretary

Phone: 9514142

E-mail: igpaural@yahoo.com

1. **Name of the Project:** Strengthening Paurashava Governance Project (SPGP).
 2. **Implementer:** Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives.
 3. **Duration of the project:** July 2015 to June 2018 (According to original TPP)
 4. **Total estimated cost:** 38 core 68 Lakh BDT. Funded by JICA.
 5. **Objective of the project:** Paurashava capacity development framework is established.
 6. **Pilot Paurashavas under the project:** (1) Shoilkupa, Jhenaidah (2) Bakergonj, Barisal (3) Kanaighat, Sylhet (4) Atghoria, Pabna (5) Chengarchar, Chandpur (6) Pakundia, Kishoregonj (7) Ulipur, Kurigram.
7. **Project activities**
- a) **Formulation of National Strategy for Paurashava:** A 'National Strategy for Paurashava Governance Improvement (NSPGI)' was developed for all Paurashavas in the country, which was finalized and approved by LGD. At first a draft National Strategy was developed through 08 Working Group Meeting comprising representatives from LGD, LGED, NILG, Paurashava Mayors, National and International Consultants, Development Partners (ADB, WB, GIZ, SDC) including other Stakeholders.
 - b) **Preparation of Operational Handbooks:** The operational handbooks for the consultancy aid in operation level and trainings on capacity development of Paurashavas are formulated in total 10 subjects as follows:
 - i. Orientation guideline on the basics of Paurashava Administration;
 - ii. Handbook on preparation and implementation of development plan;
 - iii. Handbook on preparation and implementation of Paurashava budget and monitoring
 - iv. Handbook on accounting and reporting
 - v. Handbook on Paurashava tax collection
 - vi. Handbook on Paurashava tax assessment
 - vii. Handbook on financial management for elected representatives;
 - viii. **Citizen participation through Ward Committee and TLCC;**
 - ix. Functional Handbook on Paurashava Master Plan Implementation;
 - x. Functional Handbook on Paurashava streets development;
 - xi. Functional Handbook on Paurashava drainage system development and
 - xii. Handbook on Monitoring of Paurashava's activities by the council and standing committees.
 - c) **Conducting pilot training to Paurashavas:** Fully utilizing the above mentioned operational handbooks, the project conducted training for Mayor, Councilor and Paurashava's Officials participating from pilot Paurashava and other Paurashava. Through the training courses governance capacity was improved at the Paurashava level. The training courses, delivered on the basis of these operational handbooks will be useful for Paurashavas to conduct their daily activities in an easy manner.
 - d) **Mentionable achievements of the project in pilot Paurashavas:**
 - Citizen participation was ensured in local decision making process through TLCC & Ward Committee;
 - Percentage of tax collection was substantially increased;
 - Prioritized development needs were identified through Ward Committee and Paurashava based Development Plan are prepared;
 - Paurashava Action Plan was formulated and
 - A quarterly monitoring system on Paurashava Action Plan was established through Standing Committee and Paurashava Council.

Government of the People's Republic of Bangladesh



Ministry of Local Government, Rural Development and Cooperatives
Local Government Division

Operational Handbook on Citizen Participation
Through Ward Committee and Town Level Coordination Committee (TLCC)

May 2018

Government of the People's Republic of Bangladesh



Operational Handbook on Citizen Participation

Through Ward Committee and Town Level Coordination Committee (TLCC)

Local Government Division

Ministry of Local Government, Rural Development and Cooperatives
and

Japan International Co-operation Agency-Jica

Operational Handbook on Citizen Participation
Through Ward Committee and Town Level Coordination Committee (TLCC)

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Preface

Paurashava is one of the important part of the local government system of Bangladesh. The pressure of population is increasing due to rapid urbanization in the country, according to last population census the average population growth rate in urban area is 4.1%¹. The number of Paurashavas are standing as 329, till December, 2017. Although the number of Paurashavas are going up, but manpower, administrative capacity and ability of service delivery system are not equal stand for all Paurashavas. That is why on the basis of particular indicators the Paurashavs are divided into 3 (three) categories, such as A-Class, B-Class and C-Class Paurashava. It is found in different observation that, in all level of Paurashavas have scope of improvement in the area of good governance, providing quality services and expanding the volume of citizen services. In this context, Strengthening Paurashava Governance Project (SPGP) starts work from 2015 through Local Government Division under the Ministry of Local Government, Rural Development and Cooperatives. Seven Paurashavas are primarily incorporated to work with the project as pilot basis, which official duration is July 2015 to June 2018.

The goal of SPGP is, ‘Measures for Paurashava capacity development are taken nation-wide’. At the same time a Paurashava capacity development framework is established. To achieve this goal the activities which have been implementing by SPGP, one of important task is to ensure citizen participation in local decision making process. Based on this, following legal procedure absolutely one Ward Committee is formulated in each Ward comprised on 10 members and one Town Level Coordination Committee/TLCC comprised on 50 members is formulated for each Paurashava. The Handbook named ‘Functional handbook on Citizen Participation through TLCC & Ward Committee’ is published to implement the Committee’s activities accurately. After preparing a draft Handbook several training and workshop are conducted in Paurashava and central level. The Handbook is reviewed gradually getting feedback from each training and workshop. In addition LGD, LGED, NILG provided important contribution for improving the quality of the Citizen Participation Handbook though given valuable opinion.

Using this Functional Handbook Ward Committee and TLCC are well functioning in all pilot Paurashavas. Not only conducting meeting, the citizen’s committee are playing a vital role to prepare development plan, tax assessment & collection, preparing draft budget, formulating and implementing development project and ensuring accountability of the Paurashavas to provide quality services. I believe that, others Paurashavas would be benefited using this handbook.

This Handbook is developed on the basis of ‘Local Government (Paurashava) Act, 2009’, it also includes relevant Govt. Rules, Office Order and all latest Amendment. On the way of improving the quality of the handbook an important level was to hold several review-meeting with LGD, in this quality improvement process some texts have been added and deleted and incorporated overall observation of LGD. If any opinion or observation are found at the application level then that would be sincerely acknowledged and the book will be improved accordingly. This handbook named, ‘Citizen Participation through Ward Committee and TLCC’ is printed for nationwide using in all Paurashavas. I believe, this handbook will play a special role to activate and strengthen urban local governance through ensuring citizen participation in local level. I’m grateful and thanking to the relevant persons who were involved in preparation and publication process of the handbook.

Dr. Jafor Ahmed Khan
Senior Secretary
Local Government Division
Ministry of Local Government, Rural Development and Cooperatives

¹ (Population Census, BBS, 2011)

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1. Introduction

1.1 Citizen's Participation in Paurashava activities

Paurashava is one of the important pillars of the local government system of Bangladesh. In Paurashavas, in line with the section-115 and 14 of the Local Government (Paurashava) Act, 2009 the elected representatives as well as appointed officials are held accountable for delivering citizen services according to the needs of their constituency voiced and debated in various kinds of open forums, including but not limited to the Ward Committee and the Town Level Coordination Committee (TLCC). In Ward Committee and TLCC, residents of Paurashavas can publicly articulate their demands for solving challenges found in the development of physical infrastructures and other types of citizen-services which fall under the mandate of each Paurashava. At the same time, the citizen can contribute by supporting Paurashava in the form of consultation, participation, advice, implementation among others to efficiently materialize proposed solutions regarding services and development activities including specially tax assessment and tax collection.

1.2 Objectives of the Operational Handbook on TLCC and Ward Committee

The objective of the present handbook is to inform Ward Committee and TLCC members and Paurashava Officials who are necessary to support the Ward Committee and TLCC activities understand following:

- Assist to understand how Ward Committee and TLCC are formulated;
- Assist to understand what is the function of Ward Committee and TLCC in accordance with relevant rules and regulations;
- Assist to understand how Ward Committee and TLCC are arranged and
- Assist to understand how to prepare necessary documents such as meeting minutes, annual activity calendar and other necessary documents.

2. Legal Overview

2.1 Principle of the Government of People's Republic of Bangladesh

The Constitution of Bangladesh defines democracy as one of the nation's fundamental principles, because of peoples participate in decision making process in a democratic state through elected representatives. As per the Article 59 & 60 of the Constitution of the

Box – 1

Legal Sections for forming Ward Committee and TLCC as per Paurashava Act, 2009

14. Ward Committee: (1) with approval from municipality, every ward can form ward committee with persons no more than ten, and elected ward councilor shall be the chairman of that committee.

115. Dialogue with the People of Municipal Area: (1) in every municipality, the elected municipality shall form a committee with members not more than 50 to dialogue with community people issues relating services and others.

Rules regarding 'Constitution and ToR of Ward Committee' is shown in Attachment-3 and Office Order regarding 'Constitution and ToR of TLCC' is shown in Attachment-4.

People's Republic of Bangladesh the responsibility of local governance and the power linked with the local governance- institutions have been handed over to the persons who are legally elected. In light with the Constitution several Acts are enacted for different level of Local Government Institution, 'Local Govt. (Paurashava) Act, 2009' is one of the important part of that.

This Acts defining the rights, duties and responsibilities of Paurashavas and its constituencies.

2.2 The Local Government (Paurashava) Act, 2009

In 2009 The Local Government (Paurashava) Act, 2009 has been introduced. In implementation level, The Act is introduced broadly as Paurashava Act, 2009. After initiation of this Act the performance of Paurashavas have become more transparent, manifest and specific.

2.3 Existing Legal Documents for Ward Committee and TLCC

In accordance with Section -120 of the Local Government (Paurashava) Act-2009, Government can provide for all or any of matters enumerated in the 6th Schedule. Along with this, the Local Government Division may issue rules and regulations, circulars, and office orders to run the Paurashava activities smoothly. Paurashavas are also entitled to frame bylaws and regulations as per the Section -121 (7th schedule) and the Section-122 (8th schedule) of the Act. LGD has issued a set of rules entitled "the Paurashava (Constitution of Ward Committee and Term of Reference: TOR) Rules, 2012" through notification published in the Bangladesh Gazette on June 26, 2012, which is at present the legal document to be followed by all Paurashavas for defining the establishment and function of WC.

However, in line with the provisions of the Section-115 of the Paurashava Act, 2009 an Office Order have been issued on 09 March 2011, memo no. – 258 regarding formation of TLCC and its TOR, TLCC activities are conducting through this Office Order. The sections regarding formation of Ward Level Coordination Committee have been cancelled through the Memo Number-1645 issued on October 18, 2012; the TOR of TLCC still sticks to the guideline of the Memo Number-258 issued on March 09, 2011.

3. Expected "Positive Cycle" of citizen participation

Ward Committee and TLCC can contribute to improving the quality and increase the volume of public services in the Paurashava. Ward Committee and TLCC activities are one of effective systems on citizen participation. Figure-1 shows the ideal "Positive Cycle" that start from citizen participation. The elements of the "Positive Cycle" of citizen participation described below.

1. To attend in Paurashava's TLCC and Ward Committee meetings regularly, positively and actively participate in the meetings, monitor the activities taken by Paurashava and ensure the outcomes of the activities for all, this process is called citizen participation.
2. When residents monitor activities conducted by the Paurashava and input their real problems and

needs to the Paurashava through TLCC and Ward Committee, then Mayor, Councilors and Paurashava Officials become careful about the people opinion. We can expect such a situation enhanced transparency and accountability.

3. When the Paurashava revenue is increased, the Paurashava administration can allocate more money for its service delivery and consequently it will be easy to increase the volume of service delivery

4. When residents are sure of quality service delivery, they can have the strong sense of trust towards the Paurashava administration and become willing to accept the civic responsibility, fulfillment of resident obligations.

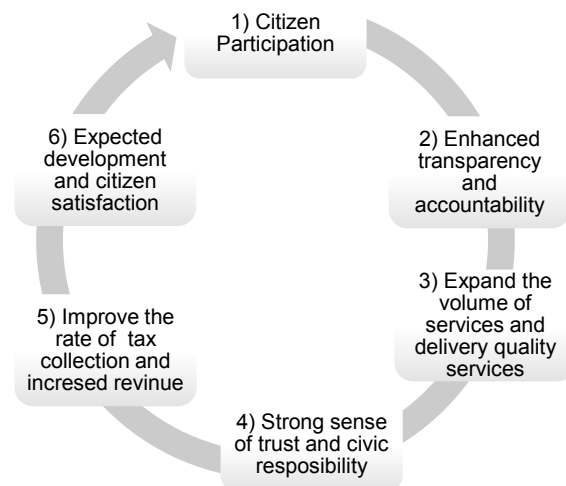


Figure 1: Positive Cycle of Citizen Participation

5. One of resident obligations is a taxpaying duty and, when residents surely believe the civic responsibility including the taxpaying duty, the tax collection rate is improved and, consequently, the Paurashava revenue can be increased.
6. When Mayor, Councilors, and Paurashava Officials become more careful about the people's opinion, they (Mayor, Councilors) also become careful about the quality services and development activities by which citizen satisfaction are increased. On the other hand, residents participate and monitor the development activities, so expected development become easier.

The process of the positive cycle is an ongoing process.

4. Structure and Overall Function of TLCC and Ward Committee

4.1 Number, Formulation and TOR of Ward Committee (WC)

4.1.1 Number of Ward Committee

A Ward Committee is established in every Ward, as per the Section-14 of the Paurashava Act, 2009. Councilor of the concern Ward will be the chairperson of that committee. Relevant female Councilor will be the Vice-Chair of the Ward. Total members of the committee will not exceeding 10.

4.1.2 Formulation process of Ward Committee

Establishment of Ward Committee shall be guided by the Section-14 of the Paurashava Act- 2009 and Rule-3 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012”. A Ward Committee in each Ward shall be established with approval of the Paurashava Council within three months of officially starting the function of the Paurashava Council.

According to the provision of Section-3 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012” regarding Govt. order of the composition of Ward Committee is defined in below small box -

3. Ward Committee. – (1) Ward Committee in each Ward shall be established incorporating following members with approval of the Paurashava Council within three months of officially starting the function of the Paurashava Council, such as -

Box- 2
Activated Citizen Participation

Strengthening Paurashava Governance Project (SPGP) have been conducting various activities to strengthen Paurashava governance since the commencement in 2014. Project activities is began incorporating 7 Paurashavas as pilot Paurashava from 7 old divisions. Name of the Paurashavs – 1. Bakergonj 2. Chengarchar 3. Atghoria 4. Shoilkupa 5. Kanaighat 6. Pakundia and 7. Ulipur. (Here, it is mentioned that, Pakundia and Ulipur Paurashavas are selected for observation, they don't get any assistance). Aiming to ensuring citizen participation in Paurashava governance, SPGP taken and implemented several training programs for people concerned such as - Mayors, Councilors, WC/TLCC Member-Secretaries and WC/TLCC members.

Before starting the project, three (3) out of seven (7) Pilot Paurashavas formulated WC and TLCC fully, however, all of Pilot Paurashava's activities were not satisfactory. At present, SPGP found that the basement of citizen participation is well developed and well organized at five (5) Pilot Paurashavas; this success is reflected in different reports as of September 2017. Ward Committee and TLCC have been formulated at 5 pilot Paurashavas in time and their activities are running actively and regularly.

Recently, SPGP identifies one example. This example is, all pilot Paurashavas separately arranged a large scale discussion meetings through TLCC on draft budget for fiscal year 2017 – 2018. The meetings were held during the period of May and June, 2017, where broadly discussion was undertaken between the Paurashavas and the citizens. As per expectation of Government and citizen, the budget of Paurashava and Paurashava related information would be easier to the residents – SPGP continuing his initiatives to achieve the said objectives.

As an outputs of this activities it may mention that, at the beginning of the project at Shoilkupa Paurashava, it means during the fiscal year of 2014 & 15, total tax demand was 27, 87,453 taka, total collected tax was 13,27,516 taka and percentage of **tax collection was 47.62**. As therefore, training on ‘Citizen Participation through Ward Committee & TLCC’ and ‘Financial Management Training’ including other regular assistance on capacity building activities are continued through SPGP. As a result tax demand at Shoilkupa Paurashava is fixed in total 51, 48,402 taka for 2016-17 fiscal year, total collected amount of tax is 40, 45,530 taka and percentage of **tax collection is 78.58** taka for same fiscal year. Now the Projects Paurashavas realize that – it is necessary to make discussion meeting with the citizens before finalizing the draft budget at the same time need to ensure citizen participation in tax collecting process.

Table-1: Composition of Ward Committee

| Representation | Position |
|---|------------------|
| Elected Councilor of the respective Ward | President |
| Elected Female Ward Councilor (FWC) of the reserved seat | Vice-President |
| Three (3) representatives from the urban poor | Member |
| Two (2) representatives from civil society | Member |
| Two (2) representatives from professional associations | Member |
| Assistant Engineer / Sub-Assistant Engineer of the relevant Paurashava. | Member–Secretary |

The instruction of Paurashava Act, 2009 regarding number of members of Ward Committee is mentioned in below box -

14. Ward Committee: (1) with approval from municipality, every ward can form Ward Committee with persons no more than ten,

According to Rule 3(2) of Paurashava (Constitution of Ward Committee and TOR) Rules, 2012 the female representatives shall be 40% from the total member of Ward Committee.

Along with this, following criteria may be followed for the selection of Ward Committee members:

1. Members of Ward Committees are preferably those who are familiar with Ward livelihood, most likely long time dwellers and who demonstrate strong leadership and willingness for serving her/his community.
2. The Paurashava Parishad shall issue a notification concerning the establishment of Ward Committee along with its TOR, and the copy is distributed to all concerned members and made available to public in general through different media including the Paurashava notice board.

4.1.3 Functions of Ward Committee

Section - 14 of the Paurashava Act, 2009 (the 2nd Chapter) defines the rules on formulation of Ward Committee and its governance for each Ward and as per the light of the rules a more specific TOR: tasks assigned to Ward Committees are defined in “the Paurashava (Constitution of Ward Committee and TOR) Rules, 2012”.

The TOR of WC and its interpretations corresponding to certain actions/initiatives are shown in the table below:

Table - 2: TOR and work strategy of Ward Committee

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|--|--|----------------|
| 1. | Holding discussion on the quality and problems | <ul style="list-style-type: none"> Chairperson will initiate discussion and fix the procedure to organize and | Chairperson |

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|--|--|---|
| | of ongoing and planned development works with the residents at the Ward level | arrange open meeting. <ul style="list-style-type: none"> • The discussion with Ward residents will be made at the open meeting. | |
| 2. | Making a presentation on issues related to infrastructure, services and problems of the Ward at the committee meeting based on the Article-115 | <ul style="list-style-type: none"> • Chairperson will make a presentation to report the discussion and decisions of his/her Ward Committees meeting at the TLCC meeting. | Chairperson |
| 3. | Conducting activities to raise public awareness on payment of tax, sub-tax, bills, toll, rate, etc. | <ul style="list-style-type: none"> • Chairperson initiates discussion on the activities for raising public awareness on the payment of tax, sub-tax, bills, toll, rate, etc. • When the consensus is built among Ward Committees members on the awareness raising activity, the Ward Committees members will prepare a campaign plan and will select implementation strategy (such as Rally, Poster/Leaflet distribution and other activities on mass communication) and will take initiatives for implementation. | Chairperson, Member-Secretary and all members |
| 4. | Collecting essential socio-economic data including birth and death registration | <ul style="list-style-type: none"> • Chairperson will initiate discussion on the collection of socio-economic data and select an effective method after the discussion. • The discussion shall be recorded in the meeting minutes and the result of data collection shall be monitored at the next Ward Committee meeting. | Member-Secretary |
| 5. | Advising the Council to adopt streetlight, source of safe drinking water, and other public welfare-related projects | <ul style="list-style-type: none"> • Chairperson will initiate discussion on the citizen service and public welfare related to projects and prepares a set of recommendations from the Ward Committee meeting to promote necessary projects based on resident's needs. The recommendations will be | Chairperson |

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|---|---|---|
| | | discussed as advice in Paurashava Council for implementation. | |
| 6. | Creating people's awareness on cleanliness, sanitation, environmental conservation, and tree plantation | <ul style="list-style-type: none"> Chairperson will take initiative for discussion on the activities for raising public awareness on cleanliness, sanitation, environmental conservation, and tree plantation. When the consensus is built among the Ward Committee's members to implement awareness raising activities, the Chairperson will initiate the decision of implementation process/mechanism considering the actual measures that are necessary to be taken. | Chairperson, Member-Secretary and all members |
| 7. | Increasing awareness regarding unity and good relationship among people of various classes and occupations | <ul style="list-style-type: none"> Chairperson will initiate discussion on the establishment of unity and good relationship among people of various classes and occupations. To build awareness on above mentioned issues, methodologies/process are identified through the discussion at the Ward Committee meeting. Awareness building activities shall be implemented following the agreed process. | Chairperson, Member-Secretary and all members |
| 8. | Preparing the list of persons covered by various development programs, such as Vulnerable Group Development (VGD), Vulnerable Group Feeding (VGF), old age allowance, subsidy, etc. and forwarding it to the Paurashava Council | <ul style="list-style-type: none"> Chairperson will initiate discussion and fix the appropriate criteria to select target persons for the certain development programs. The criteria is fixed and the list of persons selected based on the fixed criteria will be sent to the Paurashava Council with Ward Committee's comments. | Chairperson, Member-Secretary and all members |
| 9. | Assisting the Paurashava administration in public | <ul style="list-style-type: none"> Chairperson will initiate discussion on the importance of providing voluntary | Chairperson, Member-Secretary |

| Sl. No. | TOR of Ward Committees | Work strategy | Responsibility |
|---------|---|---|---|
| | health related program, through providing voluntary services, particularly with respect to prevention, of various diseases, family planning programs, and waste management | <p>services.</p> <ul style="list-style-type: none"> • Ward Committee members shall discuss activity site, measures/strategy and resources for the voluntary services. • During the implementation period, the progress will be monitored in the Ward Committee meeting. | tary and all members |
| 10. | Undertaking emergency programs to fight epidemic and natural disaster | <ul style="list-style-type: none"> • When an unexpected situation is appeared, an additional meeting will be organized to discuss emergency actions with the assistance of Paurashava and Government. | Chairperson, Member-Secretary |
| 11. | Regarding the approval of the budget by the Paurashava Council, arranging an open meeting once every six months, inviting 150 prominent residents of the Ward to discuss the overall activities of the Ward, and submitting people's demands to the Paurashava Council for the implementation | <ul style="list-style-type: none"> • Regarding the allocation of the budget by the Paurashava Council, the Ward Committee shall take initiative to arrange open meeting twice a year, list down the invited residents/guests, and select meeting agenda. • People's opinions are collected at the open meeting, and their demands are put down and will be submitted to Paurashava Council through the concerned Councilor. • Relevant Councilor will incorporate legal public needs in the meeting agenda of Paurashava Council and will take initiative for fulfillment of citizen's demand. | Chairperson, Member-Secretary and all members |
| 12. | Carrying out any other responsibilities as may be directed by the Government and Paurashava Council | <ul style="list-style-type: none"> • Ward Committee shall put as agenda regarding any other responsibilities directed by the Government and Paurashava and shall take a decision for implementation. | Chairperson, Member-Secretary |

4.1.4 Organizing a Ward Committee Meeting

Procedures to hold a Ward Committee meeting, as indicted in the Rule-4 of "The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012" are stated in below box:

1. Ward Committee shall hold at least one meeting in each quarter (three-month interval).
2. Ward Committee Chairperson or Vice-Chair of the Ward Committee in the case of Chairperson's absence shall preside over the Ward Committee meeting and the person who presides over the meeting shall conclude the meeting by summarizing discussion and decisions.
3. Ward Committee Member-Secretary, in consultation with the President, shall set the date, time, agenda and invite the meeting after preparing working paper.
4. The notice of Ward Committee meeting invitation is to be issued at least seven days prior to the date of holding a meeting; but the notice is not required in the case of an adjourned meeting.
5. A quorum shall be formed with the attendance of 5 (50%) members; but the quorum shall not be required for an adjourned meeting.
6. The agenda of the meeting is clearly and specifically mentioned in the notice of invitation and the meeting shall be conducted according to the set agenda.
7. Previous Ward Committee meeting minutes shall be approved and the progress of previous meeting decisions shall be reviewed.
8. When any decisions made at the meeting are not implemented or accomplished, the Ward Committee Chairperson shall explain the reasons of such non-compliance at the next meeting.

Following issues are essential to follow for holding a Ward Committee meeting effectively:

- a) An attendance list is circulated among attendees to fill out required information and put their signature.
- b) At the beginning of a Ward Committee meeting, the quorum is to be confirmed.
- c) Discussion is made following the order of agenda mentioned in working paper.
- d) Meeting minutes are recorded in a binding book as per a prescribed format. It includes all the names of attendees including Councilors members.
- e) Ward Committee members listen patiently and carefully to other member statements. On the other hand, Ward Committee members speak and make their comments concisely.
- f) Ward Committee members contribute to the discussion for solving problems by means of submitting different solutions and identifying the most effective and possible solution collectively instead of complaining and criticizing existing problems.
- g) The Ward Committee Chairperson ensures that Ward Committee members concentrate on the on-going topic during the discussion and avoid straying from the on-going topic before the concluding the on-going topic. The Ward Committee Chairperson confirms the conclusion before moving to other topics.

4.1.5 Agenda of Ward Committee meeting

To conduct a meeting successfully within determined time, it is the most important to carry on the

discussion according to pre-determined agenda. Therefore, the agenda of the Ward Committee meeting is fixed before organizing the meeting. One sample agenda may follow, which is shown as below:

Agenda-1: Read and confirm the previous meeting minutes;

Agenda-2: Review the progress of previous meeting decisions;

Agenda-3: Discussion on the pre-fixed agenda and

Agenda-4: Miscellaneous/other topics.

4.1.6 Format of Ward Committee Working Paper, Ward Committee Meeting Minutes

Working Paper of Ward Committee is one kind of documents which is made following selected agendas and different issues of agendas are incorporated in an orderly manner. The working paper can help WC members to understand the topics of discussion together with their background. Chairperson can conduct a meeting in an orderly manner and the meeting can be kept from irrelevant discussion. Therefore, the Ward Committee Member-Secretary can record the discussion efficiently.

A common format for preparing the working paper and writing Ward Committee meeting minutes can ease the process and save time for the documentation of both. A sample format is shown in **Attachment 1** at the end of this handbook together with detailed instructions how to fill them out. A more general procedure for writing the working paper and meeting minutes is shown as below:

- 1) The Ward Committee Member-Secretary prepares working paper by filling in pre-selected agendas in the first column of the format while keeping others blank;
- 2) The Ward Committee Member-Secretary distributes the working paper as attachment to the notice convening the Ward Committee meeting.
- 3) During the meeting, remaining columns are to be filled up following discussion, progress review, decisions, recommendations, responsible person(s) and due date for the implementation of decisions as required in the format. After filling necessary columns, the working paper is changed to and called meeting minutes.
- 4) After rechecking drafted meeting minutes, the Chairperson and Member-Secretary of Ward Committee put their signature and distribute to the Ward Committee members.
- 5) Drafted Ward Committee Meeting Minutes are reviewed and approved at the next Ward Committee meeting.

4.1.7 Reporting

Ward Committees are necessary to submit a written report to the Paurashava Council on the progress of Ward Committee activities quarterly.

The instruction regarding reporting system of Ward Committee under Rules no. – 6 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012” is described in below box:

Rule – 6. Sending Report. - Committees will submit a report to the Paurashava Council on the progress of Ward Committee on three months interval.

In addition, the Ward Committee Meeting Minutes are displayed in public through the available means such as a Paurashava notice board.

4.1.8 Action Cycle of the Ward Committee Meeting

As mentioned in the previous chapter, the Ward Committee meeting is conducted on a quarterly basis. The instruction regarding arranging Ward Committee meeting under Rules no. – 4 of “The Paurashava (Constitution of Ward Committee and TOR) Rules, 2012” is described in below box:

4. Meeting of the Ward Committee. – (1) The Committee will have to arrange at least one committee meeting in every three (3) months.

Certain time bound actions are required to manage the meeting efficiently. While all members are responsible for conducting the meeting productively, some members are assigned to conduct specific tasks. The following time bound action cycle shown in **Figure 2** can help Ward Committee members organize the Ward Committee meeting smoothly.

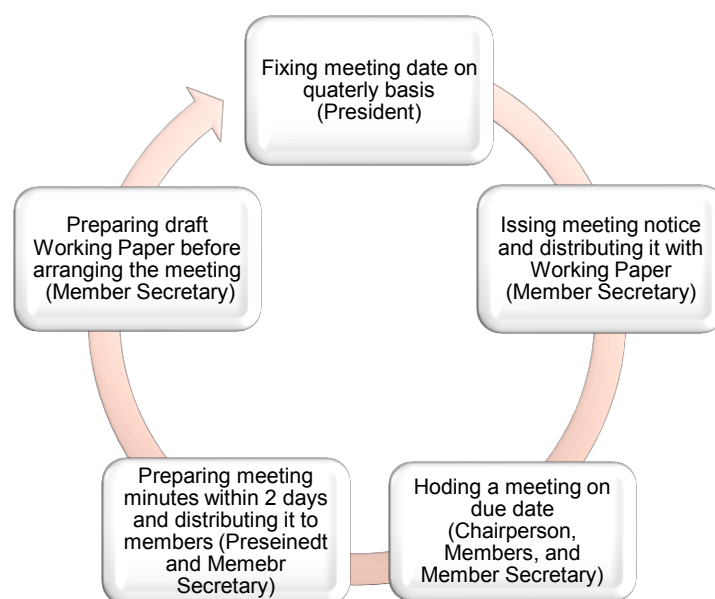


Figure 2: Action Cycle of the Ward Committee Meeting

4.2 Formation and TOR of Town Level Coordination Committee (TLCC)

4.2.1 Government guideline for formulation of TLCC

LGD issued an Office Order on 09 March, 2011, memo number-258, in line with the provision of the

Section-14 and 115 of the Local Government (Paurashava) Act, 2009 regarding the formation and TOR of Ward Level Coordination Committee (WLCC) and Town Level Coordination Committee (TLCC). The office order aims to promote the expression of residents on their development needs and opinions for Paurashava development activities through citizen participation. The sections related to the formation of Ward Level Coordination Committee in the Memo Number-258 have been repealed by the Memo Number-1645 issued by LGD on October 18, 2012 and “Paurashava (Formation and TOR of WC) Rules, 2012” is issued. However, the composition and TOR of TLCC still follows the above-mentioned order: Memo Number -258, especially, serial number-2 (b) regarding the formation of TLCC and serial number-3 for the TOR of TLCC, because it has not yet been repealed by any updated memo or rule.

4.2.2 Composition of TLCC

Each Paurashava shall organize TLCC and TLCC members is not over 50. The TLCC members can give their opinions on the tax assessment and collection including different services and others development activities as per the Sub Article-2 of above mentioned Section-115. The Composition and TOR of TLCC are defined in section-115 and serial number-24 in the 6th schedule of the Paurashava Act, 2009.

The composition of TLCC (Which is valid until the new notification or office order from the Government is issued.) is shown in below Table-3.

Table 3: Sample composition of TLCC

| Representation | Position |
|--|------------------|
| Mayor | Chairperson |
| Councilors (12 members are nominated by the Mayor) | Member |
| Representatives from line departments (District Administration, Local Government Engineering Department, Department of Public Health Engineering, Road and Highway Department, Public Works Department, Social Welfare Department, Cooperatives and Telephone & Telegraph Department – 08 persons) | Member |
| Representatives from professional groups (Education, Culture, Lawyers, Businessmen, Doctors – 05 persons) | Member |
| NGO representatives - 04 persons | Member |
| Civil Society – 12 persons | Member |
| Representatives from urban poor – 07 persons | Member |
| Chief Executive Officer (CEO)/Secretary | Member-Secretary |

The instruction of Paurashava Act, 2009 regarding number of TLCC members is mentioned in below box -

115. (1) in every municipality, the elected municipality shall form a committee with members not more than 50 to dialogue with community people issues relating services and others.

The following issues will be followed during the formulation of TLCC according to the Office Order issued on 09 March 2011, memo no – 258.

- 1 – 3 members are nominated from each Wards.
- At least one-third (1/3) of the total members is allocated for females.
- Suitable citizens are contacted to know the willingness to join the TLCC before the final selection.
- Line organizations are identified considering the importance of their roles.

4.2.3 Terms of Reference/TOR of TLCC

The TOR of TLCC and its work strategies are shown in following Table 4:

Table 4: TOR and work strategy of TLCC

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|--|--|----------------------------------|
| 1. | Holding discussion on the preparation of overall development plan including raising awareness of citizens for their active participation in different stages of the planning process | <ul style="list-style-type: none"> • The area of citizen participation shall be identified in preparing ‘Overall Development Plan’ of the Paurashava through the discussion at the TLCC meeting. • Processes/techniques shall be chosen for citizen participation in the identified areas. • Awareness raising activities would be conducted following the process in relation to the citizen participation for preparing the development plan. | All members |
| 2. | Assisting, supervising, and monitoring the progress of Paurashava overall development plan preparation | <ul style="list-style-type: none"> • The progress of the ‘Overall Development Plan Preparation’ of Paurashava shall be presented at the meeting. • The progress of preparing the development plan is discussed at the meeting after the presentation. • Necessary assistance shall be provided by the TLCC members to prepare the ‘Overall Development Plan’. | Chairperson and Member-Secretary |
| 3. | Discussing Paurashava tax | <ul style="list-style-type: none"> • The Member Secretary with the permission of the Mayor will report the updated | Chairperson |

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|--|---|---|
| | assessment and collection at the TLCC meeting | <p>situation of tax assessment and collection to TLCC members.</p> <ul style="list-style-type: none"> • The TLCC Chairperson initiates the discussion on the report by the Secretary and TLCC will make a recommendation to solve the identified problems on the tax assessment and collection. • Concerned sections/departments will implement the TLCC recommendations after getting approval from the Paurashava Council • The progress of implementation shall be reviewed at the following meeting. | and Member-Secretary |
| 4. | Discussing various services delivered by the Paurashava | <ul style="list-style-type: none"> • The Chairperson will initiate discussion on various services delivered by the Paurashava to the citizen and Members will analyze whether the citizen services provided by the Paurashava are satisfactory or not, if any problems or gaps are found then recommendations will be made for overcoming the identified discrepancies. | All members |
| 5. | Holding the first meeting of the TLCC within 15 days of its formation | <ul style="list-style-type: none"> • The Mayor ensures holding the first meeting of the TLCC within 15 days of its formation. Member-Secretary will assist regarding this issue providing necessary information on time. | Chairperson and Member-Secretary |
| 6. | Holding TLCC meetings once in three months and preparing meeting minutes | <ul style="list-style-type: none"> • The Mayor ensures holding a TLCC meeting once every three months and instructs the executive officer/secretary to arrange meetings properly. • After holding a meeting, the preparation and distribution of meeting minutes should be ensured. Member-Secretary will take necessary initiatives regarding this issue. | Chairperson and Member-Secretary |
| 7. | Discussing the progress, quality, and problems of development works | <ul style="list-style-type: none"> • The progress report of development works shall be presented at the meeting, initiates discussion on the quality and any other problems of development works, and | Chairperson, Member-Secretary and all members |

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|---|--|---|
| | implemented by the Paurashava | invites opinions from the members. <ul style="list-style-type: none"> If there are problems of development works, TLCC shall make recommendations to solve such problems and submits them to concerned authorities/departments/committees. | |
| 8. | Discussing issues about Paurashava governance improvement | <ul style="list-style-type: none"> Pauro-Mayor will initiate the discussion on the Paurashava governance improvement. The Mayor will invite TLCC members to participate in the discussion for making recommendations regarding the improvement of existing Paurashava governance. After discussion, agreed recommendations for improving Paurashava governance shall be sent to the Paurashava Council. The progress of recommendations sent by TLCC would be reviewed at the next TLCC meeting. | Chairperson, Member-Secretary |
| 9. | Discuss citizen involvement in Paurashava development activities | <ul style="list-style-type: none"> TLCC will identify the area where, there are the scope to promote citizen participation for development works and shall make recommendations. TLCC shall review the progress of recommendations to promote the citizen participation at the following meeting and gives advices or additional recommendations, if necessary. | Chairperson, Member-Secretary and all members |
| 10. | Discuss the progress of Paurashava Standing Committee activities | <ul style="list-style-type: none"> Chairpersons of respective Standing Committees will report the progress of their activities at the meeting. The progress of activities by the respective Standing Committees will be discussed at the meeting and TLCC shall make comments on their activities, if necessary. | Relevant Chairpersons of all Standing Committees. |
| 11. | Record discussions and decisions in the form of minutes, follow-up actions/ | <ul style="list-style-type: none"> Mayor will instruct the executive officer/secretary to prepare meeting minutes to record discussion and decisions. | Chairperson, Member-Secretary |

| Sl.No. | TOR of TLCC | Work-strategy | Responsibility |
|--------|--|---|----------------|
| | status of implementation at the following meetings, and continue the process | <ul style="list-style-type: none"> • The meeting minutes shall be reviewed and approved by TLCC at the following meeting. • TLCC members shall monitor the progress of their decisions and fixed actions in reference to the meeting minutes. | |

4.2.4 Organizing a TLCC Meeting

TLCC shall hold at least one meeting in each quarter (three-month interval).

This issue is mentioned as below in an Office Order issued on 09 March 2011, Memo no. – 258, in serial no. – 6 of TLCC-TOR.

| |
|---|
| 6) To arrange a meeting on three month interval and prepare meeting minutes for each meeting. |
|---|

The following procedure is followed for holding a TLCC meeting:

- 1) TLCC holds the first meeting within 15 days of TLCC establishment.
- 2) TLCC Secretary convenes a meeting by setting date, time and agenda with the working paper attached in consultation with Mayor. The Working Paper is disclosed publicly such as the Paurashava notice board, at the same time it should be up loaded in Paurqshava Web-site.
- 3) The notice of the TLCC meeting is issued at least seven days before holding the meeting; but the notice is not required in the case of an adjourned meeting.
- 4) A quorum or the minimum number of members is required for adopting decisions. A quorum is at the attendance of 25 (50%) members; but the quorum is not required for an adjourned meeting.
- 5) Meeting agenda shall be clearly and specifically mentioned in the notice of invitation and the meeting is conducted according to the agenda. The working paper shall be attached to the notice.
- 6) The Mayor of Paurashava presides over the meeting, and concludes it with a brief closing remark.
- 7) In the case of absent of the Mayor, the Panel Mayor 1 presides over the meeting.
- 8) An attendance list is circulated among attendees to fill out required information and put their signature.
- 9) The meeting minutes of the previous TLCC meeting shall be read out and confirmed. The progress of the decisions made at the previous meeting shall be reviewed.
- 10) Discussion is conducted following the order of pre-fixed agenda.
- 11) When any decision made at the previous meeting is not implemented or accomplished, the TLCC Chairperson shall explain the reasons.
- 12) Meeting minutes are recorded in a binding book following the prescribed format. It includes all the names of attendees.
- 13) Every resolution is distributed to the all TLCC members within 2 days after the meeting and

approved at the following meeting. The resolution is displayed publicly such as the Paurashava notice board although it is distributed to all members of TLCC, at the same time it should be up loaded in Paurqshava Web-site.

4.2.5 Recommended attitudes for the members during the TLCC meeting

- TLCC members listen patiently and carefully to other member statements. On the other hand, TLCC members speak and make their comments concisely.
- TLCC members contribute to the discussion for solving problems of submitting different solutions and identifying the most effective and possible solution collectively instead of complaining and criticizing existing problems.
- TLCC Chairperson will ensure that, TLCC members concentrate on the on-going topic and will be careful straying from the on-going topic before concluding current topic. The TLCC Chairperson confirms the conclusion before moving to other topics.

4.2.6 Agenda of TLCC Meeting

To conduct a meeting successfully within determined time, it is the most important to carry on the discussion according to the pre-determined agenda. Therefore, the agenda of the TLCC meeting is fixed before organizing the meeting. One sample agenda is shown as below:

Agenda-1: Read and confirm the previous meeting minutes;

Agenda-2: Review the progress of previous meeting decisions;

Agenda-3: Discussion on the pre-fixed agenda and

Agenda-4: Miscellaneous/other issues

4.2.7 Format for Working Paper, Minutes of TLCC Meeting

TLCC working paper is made following selected agendas and different issues of agendas in an orderly manner. Working paper can help the TLCC members to clearly understand the topics. Chairperson can conduct a meeting in an orderly manner and the meeting is kept from irrelevant discussion. Therefore, the TLCC Secretary can record the discussions efficiently.

A common format for preparing working paper and writing TLCC meeting minutes can ease the process and save time for the documentation of both. A sample format is shown in **Attachment 2** at the end of this handbook together with detailed instructions how to fill them out. A more general procedure for writing working paper and meeting minutes is shown as below.

- 1) The TLCC Secretary prepares working paper by filling in pre-selected agendas in the first column of the format while keeping others blank.
- 2) The TLCC Secretary distributes the working paper as attachment to the notice convening the TLCC meeting.
- 3) During the meeting, remaining columns are to be filled up following discussion, progress review, decisions, recommendations, responsible person(s) and due date for the implementation of decisions as required in the format. After filling necessary columns, the working paper is changed to and called meeting minutes.

- 4) After rechecking drafted meeting minutes, the TLCC Chairperson and the TLCC Secretary put their signature and distribute to TLCC members.
- 5) Drafted WC Meeting Minutes are reviewed and confirmed at the next TLCC meeting.

4.2.8 Action Cycle of TLCC Meetings

TLCC meeting is conducted on three months interval. Certain time bound actions are required to manage the meeting efficiently. While all members are responsible for conducting the meeting productively, some members are assigned to conduct specific tasks. The following time bound action cycle shown in **Figure 3** can help TLCC members organize the TLCC meeting smoothly.

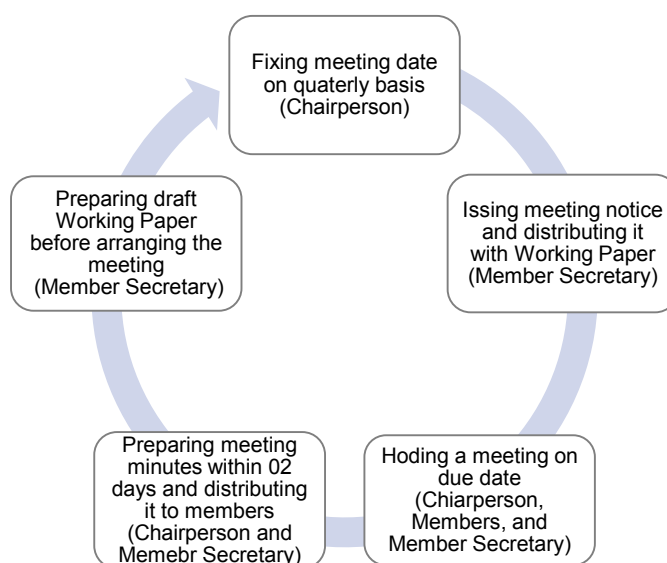


Figure 3: Action Cycle of the TLCC Meeting

4.2.9 Flow of Decision Making and Information Dissemination through TLCC and Ward Committees

TLCC and Ward Committees are part of the Paurashava decision-making process that starts from the Ward level and culminates at the Paurashava Council as following process.

- (1) The demands of residents are transmitted to the Ward Committee both individually and collectively through the Ward Committee members.
- (2) The demands of residents with other issues are discussed at the Ward Committee meeting and its decisions/recommendations are forwarded to the Paurashava Council. The Ward Committees may inform its decisions/recommendations to the TLCC, if appropriate.
- (3) The demands of residents with other issues are discussed at the TLCC meeting and its decisions/recommendations are forwarded to the Paurashava Council.
- (4) Decisions/recommendations relevant to public services and administration made by the Standing Committees are forwards to the Paurashava Council.
- (5) The Paurashava Council discusses decisions/recommendations submitted by WC, TLCC, Standing Committees and sets out decisions, solutions, and/or countermeasures. The

Paurashava Council may request relevant Standing Committees and TLCC to conduct further examination, if necessary.

- (6) The decisions, solutions, and/or countermeasures of the Paurashava Council are transmitted to the TLCC through the Mayor, and to the Ward Committees through the respective Ward Councilors.
- (7) The respective Ward Committee members disseminate the decisions, solutions, and/or countermeasures of the Paurashava Council to urban citizens and community groups. Urban citizens and community groups can be also informed directly from the Ward Committees.

The following figure shows the general flow of Paurashava decision-making and information dissemination with citizen participation through Ward Committee and TLCC.

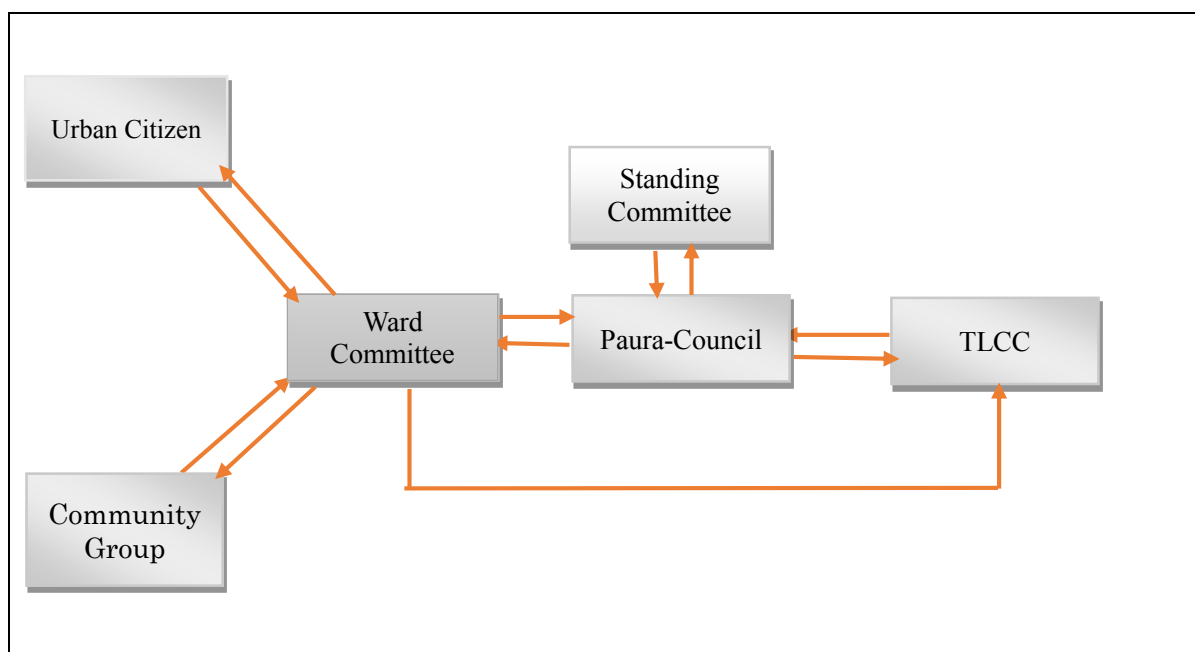


Figure 4: Flow of decision making and Information dissemination through Ward Committee & TLCC.

5. Time Sequence of Ward Committee and TLCC

Ward Committee and TLCC meetings are held at least quarterly in parallel with different activities planned for the Paurashava. So, it is helpful to prepare an annual calendar whenever starting afresh each fiscal year with important dates signaled, reviewing them periodically, and modifying them when necessary. By use of the formulated calendar, Ward Committee and TLCC participants can understand the timing of each meeting considering other key Paurashava activities, deadlines, and programs, and Ward Committee /TLCC activities well ahead of time. Good planning helps Ward Committee and TLCC members better prepare for a constructive deliberation.

6. Fiscal Year Calendar /Activity Planner (July-June)

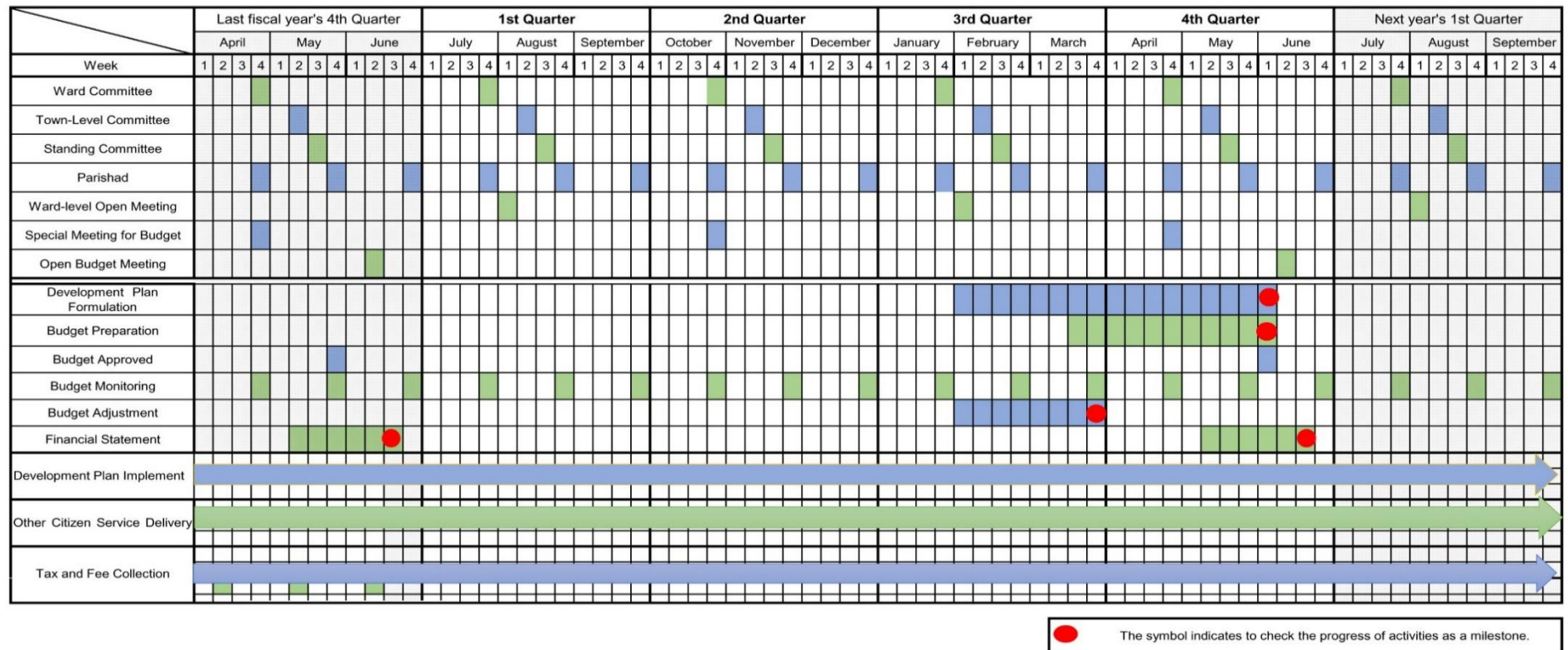
A fiscal year at the Paurashava level starts in July and end in June of the following year. The fiscal year is a period during which the government spends its budget for achieving the goals set forth. WC and

TLCC meetings are held four times or more within this 12-month period. When Ward Committee and TLCC plan meetings, it is not enough just to mark the dates in the calendar without giving much consideration into the synchronization of their meetings with other activities conducted by the Paurashava.

For example, if Ward Committee doesn't hold a meeting on time prior to a TLCC meeting, it is likely that the following TLCC meeting agenda doesn't include the demands of concerned Ward consequently, and the demands of concerned Ward aren't forwarded to the Paurashava Council. It is therefore important to schedule meetings considering other important activities in the Paurashava throughout the fiscal year. The Paurashava Fiscal Year Calendar/ Activity Planner as shown in **Figure-5** below may help Ward Committee and TLCC members achieve a better programming. It contains a list of important dates to remember and plots tentative dates for convening Ward Committee and TLCC meetings. It is recommended that the calendar is made at the beginning of each fiscal year and modified whenever changes occur. Below is the sample procedure for making the calendar and following it up.

- 1) Identify important deadlines for completing certain activities or submitting reports to the central Government and to the public
- 2) Set timeline for preparing each report
- 3) Mark weeks when each meeting needs to be held for preparing these reports
- 4) Make sure meeting dates without conflicting with other meetings or important events
- 5) Revise the calendar when necessary as the year progresses

Figure 5: Fiscal Year Calendar /Activity Planner (July-June)



7. Plan-Do-Check-Action/PDCA Cycle (P=Plan, D=Do, C=Check, A=Action):

When the Fiscal Calendar/ Activity Planner is prepared, the understanding of the PDCA cycle or the “plan-do-check-action” cycle can enhance the effectiveness of the calendar. “Plan” means careful preparation; “do,” the actual implementation; “check,” the periodical revision; and “action,” implementation of corrective actions. The PDCA cycle, otherwise known as the “Deming Cycle”, is a management method used principally in the private sector for helping the continuous improvement of business processes, and hence their expected outputs and products. As the PDCA cycle has won worldwide recognition, initiatives for adopting it in the public sector started to gather momentum. The four-step model, which is repeated in the cycle, can also be applied to improve the quality of services provided by the Paurashava through citizen participation. Ward Committee and TLCC play a vital role in securing sound service delivery and healthy financial management; conscious of the PDCA cycle, shown in **Figure 6** bellows, can help achieving both.

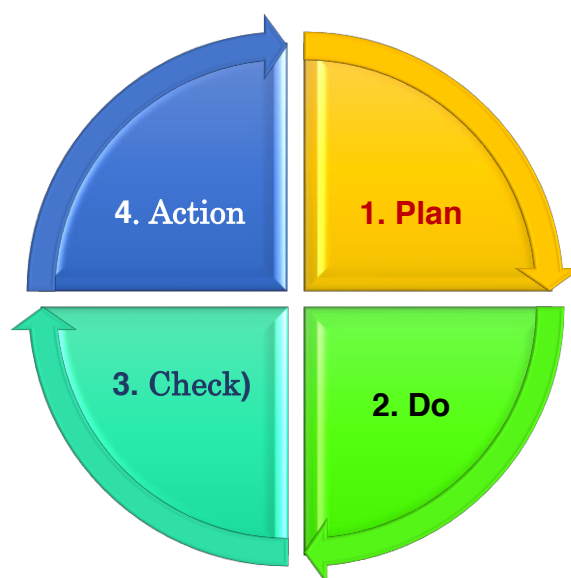


Figure 6: The PDCA Cycle

ATTACHMENT

Attachment - 1: Format on Working Paper and Meeting Minutes for Ward Committee

Instruction -1

(Working Paper and Meeting Minutes for the first Meeting of Ward Committee)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes and
2. The Sample format of Working Paper and Meeting Minutes including Attendance Sheet for the first Ward Committee meeting is shown in the page no. – 25 as **Table-‘A’** and **Table-‘A.1.’**

Working Paper for the 1st Ward Committee Meeting

1. Fill up the first column of Agenda 1 by pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
2. Keep all the columns of Agenda 2 blank and
3. Distribute the document as working paper attached to the notice of inviting a first Ward Committee meeting.

Recording Meeting Minutes of 1st Ward Committee Meeting

1. Agenda 1: After the discussion on each of the topics under Agenda 1, the conclusion of discussion is recorded in correspondent columns under Agenda 1. The explanation of the columns are described as follows:
 - a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
2. Agenda 2: At first, participants of Ward Committee are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by Ward Committee participants, the discussion on proposed issues start. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be completed.

Table – ‘A’

(Working Paper and Meeting Minutes Format for the first Meeting of Ward Committee)

Name of Paurashava :

Ward Number :

Date of the Meeting : Meeting no.

Attendance : Attachment – ‘A.1.’

Agenda-1: Discussion and decision on pre-selected issues in light of objective and TOR of the Ward Committee

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/ group /officer | Implementing timeline/ due date |
|---------------------|------------|--------------------------|------------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Agenda-2: Miscellaneous Discussion (If any)

| Issue/agenda from members | Discussion | Decision/ recommendation | Responsible person/ group /officer | Implementing timeline/ due date |
|---------------------------|------------|--------------------------|------------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Signature of President:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘A.1.’

(Sample Attendance Sheet for the first meeting of Ward Committee)

Name of Paurashava :

Ward Number :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|---------|--------------------------|-------------|---------|--------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Instruction- 2

(Working Paper and Meeting Minutes for the subsequent Meeting of Ward Committee)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes
2. The format of Working Paper and Meeting Minutes for the subsequent Ward Committee meeting Attendance Sheet is shown in page no. 28 – 29 as **Table-‘B’** & **Table -‘B.1.’**

Working Paper for the subsequent Ward Committee Meeting

- a) Fill up the first column of Agenda 1 by name of Ward Committee member secretary and keep other columns blank;
- b) Fill up first and second columns of Agenda 2 regarding “Decision /recommendations of the last meeting” and “Progress of decision/recommendation” and keep other columns blank. The President and Ward Committee Secretary shall check the progress for filling the second columns before preparing the working paper;
- c) Fill up the first column of Agenda 3: pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
- d) Keep all the columns of Agenda 4 blank and
- e) Distribute the document as working paper attached to the notice of inviting a Ward Committee meeting.

Recording Meeting Minutes of the subsequent Ward Committee Meeting

1. Agenda 1: The draft meeting minutes of the previous meeting is read out by the Ward Committee Secretary. After the discussion, the conclusion of discussion is recorded in correspondent columns under Agenda 1: The explanation of the columns are described as follows:
 - a) “Discussion on the accuracy of the minutes” that describes the process reaching to the conclusion;
 - b) “Modification (if needed)” that describes necessary correction, if necessary and
 - c) “Decision (confirmed/approved with or without modification)” describes the final decision whether the meeting minutes are approved or not. If the meeting minutes is approved with the condition of modification, the details of necessary correction are clearly described together. After the meeting, the Ward Committee Secretary shall revise the draft meeting minutes according to the decision of the meeting.
2. Agenda 2: After the discussion based on the information shown in the first and second columns of Agenda 2, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Further decision or recommendation” that describes the necessary additional actions, if necessary;
 - b) “Responsible person/group/officer” that keeps the same as the previous or is changed if necessary and

- c) “Implementing timeline/due date” that keeps the same as the previous or is changed if necessary.
- 3.** Agenda 3: After the discussion on each of the topics under Agenda 3, the conclusion of discussion is recorded in correspondent columns under Agenda 3: The explanation of the columns are described as follows:
- a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
- 4.** Agenda 4: At first, Ward Committee participants are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by Ward Committee participants, the discussion on proposed issues starts. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 4: The explanation of the columns are described as follows:
- a) “Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be competed.
- 5.** All above record with an attendant list is combined in the prescribed format and the President signs and fill up the name and date in the correspondent columns. All members will get the meeting minutes after sign. Complete all of the subsequent draft Ward Committee meeting minutes as same process.
- 6.** After the confirmation and approval of the draft WC meeting minutes at the following meeting, the WC meeting minutes will become a final public document.
- *** It is specified in Rules 4(7) under Paurashava (Formulation and ToR of Ward Committee) Rules, 2012 that, ‘Meeting shall approve the previous meeting regulation and discuss the progress of taken decisions’. So the words ‘Approval’ and ‘Confirm’ both are useable.

Table – ‘B’

(Working Paper and Meeting Minutes Format for the subsequent Meeting of Ward Committee)

Name of Paurashava:

Ward Number :

Date of the Meeting: Meeting no.

Attendance : Attachment – ‘B.1’

Agenda -1: Read out, discussion and confirmation of the minutes of the last meeting

| Read out last meeting minutes | Discussion on the accuracy of the minutes | Modification (if needed) | Decision (confirmed/approved with or without modification) |
|--|---|--------------------------|--|
| 1 | 2 | 3 | 4 |
| Last meeting minutes is read out by Mr.----- WC Member-Secretary | | | |

Agenda-2: Review on the progress of the last meeting decisions and take decisions for next activities

| Decision /recommendation of last meeting | Progress of last meeting decision/recommendation | Further decision or recommendation | Responsible person/group/ officer | Implementing timeline/ due date |
|--|--|------------------------------------|-----------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

Agenda-3: Discussion and decision on pre-selected issues in the light of objective and TOR of the Committee

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/group / officer | Implementing timeline/due date |
|---------------------|------------|--------------------------|------------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic -1. | | | | |
| Topic -2. | | | | |
| Topic -3. | | | | |

Agenda-4: Miscellaneous /other issues (if any)

| Issue/agenda from members | Discussion | Decision/ recommendation | Responsible person/group / officer | Implementing timeline/due date |
|---------------------------|------------|--------------------------|------------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1. | | | | |
| Topic 2. | | | | |
| Topic 3. | | | | |

Signature of President:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘B.1.’

(Sample Attendance Sheet for the subsequent meeting of Ward Committee)

Name of Paurashava :

Ward Number :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|---------|--------------------------|-------------|---------|--------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Attachment - 2: Working Paper and Meeting Minutes Format for TLCC

Instruction -1

(Working Paper and Meeting Minutes for the first Meeting of TLCC)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes
2. The Sample format of Working Paper and Meeting Minutes including Attendance Sheet for the first TLCC meeting is shown in the page no. – 32 as **Table-‘C’** and **Table-‘C.1.’**

Working Paper for the 1st TLCC Meeting

- a) Fill up the first column of Agenda 1 by pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
- b) Keep all the columns of Agenda 2 blank and
- c) Distribute the document as working paper attached to the notice of inviting a first TLCC meeting.

Recording Meeting Minutes for the 1st TLCC Meeting

1. Agenda 1: After the discussion on each of the topics under Agenda 1, the conclusion of discussion is recorded in correspondent columns under Agenda 1: The explanation of the columns are described as follows:
 - a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
2. Agenda 2: At first, TLCC participants are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by TLCC participants, the discussion on proposed issues start. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be competed.

3. All above record with an attendant list is combined in the prescribed format and the Chairperson signs and fill up the name and date in the correspondent columns. All members will get the meeting minutes after sign. Complete the 1st draft Ward Committee meeting minutes as same process.
4. After the confirmation of the 1st draft TLCC meeting minutes the meeting minutes will become a final public document.

Table – ‘C’

(Working Paper and Meeting Minutes Format for the first Meeting of TLCC)

Name of Paurashava:

Date of the Meeting: Meeting no.

Attendance : Attachment – ‘C.1.’

Agenda-1: Discussion and decision on pre-selected issues in the light of objective and TOR of TLCC.

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/ officer/group | Implementing timeline/ due date |
|---------------------|------------|-----------------------------|--------------------------------------|------------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Agenda-2: Miscellaneous Discussion (If any)

| Issues/agenda from members | Discussion | Decision/ recommendation | Responsible person/officer/group | Implementing timeline/ due date |
|-------------------------------|------------|-----------------------------|-------------------------------------|------------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1 | | | | |
| Topic 2 | | | | |
| Topic 3 | | | | |

Signature of Chairperson:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘C.1.’

(Sample Attendance Sheet for the first meeting of TLCC)

Name of the Paurashava :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|------------|-----------------------------|-------------|---------|-----------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Instruction - 2

(Working Paper and Meeting Minutes for the subsequent TLCC Meeting)

1. To make the working process easier same formats are used for preparing Working Paper and Meeting Minutes
2. The Sample format of Working Paper and meeting minutes including Attendance Sheet for the subsequent TLCC meeting is shown in the page no. – 35 & 36 as **Table-‘D’** and **Table-‘D.1.’**

Working Paper for the subsequent TLCC Meeting

- a) Fill-up the first column of Agenda 1 by writing the name of TLCC Member-Secretary and keep other columns blank;
- b) Fill-up first and second columns of Agenda 2 regarding “Decision /recommendation of the last meeting” and “Progress of decision/recommendation” and keep other columns blank. The Chairperson and TLCC Secretary shall check the progress for filling the second columns before preparing the working paper;
- c) Fill up the first column of Agenda 3 by pre-selected topics of discussion as Topic 1, Topic 2, etc. and keep other columns blank;
- d) Keep all the columns of Agenda 4 blank and
- e) Distribute the document as working paper attached to the notice of inviting a TLCC Meeting

Recording Meeting Minutes of the subsequent TLCC Meeting

1. **Agenda 1:** The draft meeting minutes of the previous meeting is read out by the TLCC Secretary. After the discussion, the conclusion of discussion is recorded in correspondent columns under Agenda 1: The explanation of the columns are described as follows:
 - a) “Discussion on the accuracy of the minutes” that describes the process reaching to the conclusion;
 - b) “Modification (if needed)” that describes necessary correction, if necessary and
 - c) “Decision (confirmed/approved with or without modification)” describes the final decision whether the meeting minutes are approved or not. If the meeting minutes is approved with the condition of modification, the details of necessary correction are clearly described together. After the meeting, the TLCC Secretary shall revise the draft meeting minutes according to the decision of the meeting.
2. **Agenda 2:** After the discussion based on the information shown in the first and second columns of Agenda 2, the conclusion of discussion is recorded in correspondent columns under Agenda 2: The explanation of the columns are described as follows:
 - a) “Further decision or recommendation” that describes the necessary additional actions, if necessary;

- b) “Responsible person/group/officer” that keeps the same as the previous or is changed if necessary and
 - c) “Implementing timeline/due date” that keeps the same as the previous or is changed if necessary.
- 3. **Agenda 3:** After the discussion on each of the topics under Agenda 3, the conclusion of discussion is recorded in correspondent columns under Agenda 3: The explanation of the columns are described as follows:
 - a) “Discussion” that describes the process reaching to the conclusion;
 - b) “Decision/recommendation” is the conclusion and describes next actions;
 - c) “Responsible person/group/officer” that are identified direct implementers and
 - d) “Implementing timeline/due date” that indicates the target timeframe to be completed.
- 4. **Agenda 4:** At first, TLCC participants are invited to propose any other issues that they want to discuss. Then, when proposed issues are accepted by TLCC participants, the discussion on proposed issues starts. After the discussion on agreed topics, the conclusion of discussion is recorded in correspondent columns under Agenda 4: “The explanation of the columns are described as follows:
 - a) Issue/agenda from members” that describes proposed issues;
 - b) “Discussion” that describes the process reaching to the conclusion;
 - c) “Decision/recommendation” that is the conclusion and describes next actions;
 - d) “Responsible person/group/officer” that are identified direct implementers and
 - e) “Implementing timeline/due date” that indicates a target timeframe to be competed.
- 5. All above record with an attendant list is combined in the prescribed format and the Chairperson signs and fill up the name and date in the correspondent columns. All members will get the meeting minutes after sign. Complete the subsequent draft TLCC meeting minutes as same process.
- 5. After confirmation and approval of the draft TLCC meeting minutes at the following meeting, the TLCC meeting minutes will become a final public document.

Table – ‘D’

(Working Paper and Meeting Minutes Format for the subsequent TLCC Meeting)

Name of Paurashava :

Date of the Meeting : Meeting no.

Attendance : Attachment – ‘D.1’

Agenda -1: Read out and confirmation of the minutes of last TLCC meeting

| Read out last meeting minutes | Discussion on the accuracy of the minute | Modification (if needed) | Decision (confirmed/approved with or without modification) |
|--|--|--------------------------|--|
| 1 | 2 | 3 | 4 |
| Last meeting minutes is read out by Mr. TLCC Member Secretary | | | |

Agenda-2: Review on the progress of last meeting decisions and take decision for next activities

| Decision /recommendation of last meeting | Progress of last meeting decision/ recommendation | Further decision or recommendation | Responsible person/group/ officer | Implementing timeline/ due date |
|--|---|------------------------------------|-----------------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

Agenda-3: Discussions and decision on pre-selected issues in light of objective and TOR of TLCC

| Pre-selected agenda | Discussion | Decision/ recommendation | Responsible person/group/ officer | Implementing timeline/due date |
|---------------------|------------|--------------------------|-----------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic -1. | | | | |
| Topic -2. | | | | |
| Topic -3. | | | | |

Agenda-4: Miscellaneous /other issues (if any)

| Issues/agenda from members | Discussion | Decision/ recommendation | Responsible person/group/ officer | Implementing timeline/due date |
|----------------------------|------------|--------------------------|-----------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Topic 1. | | | | |
| Topic 2. | | | | |
| Topic 3. | | | | |

Signature of Chairperson:

| | |
|-------|-------|
| Name: | Date: |
|-------|-------|

Table – ‘D.1.’

(Sample Attendance Sheet for the subsequent meeting of TLCC)

Name of the Paurashava :

Date of the Meeting : Meeting no.

| Sl. No. | Name of the Participants | Designation | Address | e-mail address (If any) | Mobile No. | Signature |
|---------|--------------------------|-------------|---------|--------------------------|------------|-----------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |

Attachment-3: Paurashava (Constitution and TOR of Ward Committee) Rules, 2012

Registered No. DA – 1

Bangladesh



Gazette

Additional number

Published by Authority

Tuesday, June 26, 2012

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Paura – 1 section

Gazette

Date, 5 Asar 1419 Bengali/19 June 2012 Eng.

SRO No. 206- Act/ 2012. - According to the clause 120 of the Local Government (Paurashava) Act, 2009(Rule No. 58 of year 2009), and clause 14 legible here, the Government is enacting the following regulations. These are -

1. Name of the Rules: -This Regulation will be recognized as Paurashava (Constitution of Ward Committee and Term of Reference) Rules, 2012.

2. Definition. - If there is nothing contrary to subject or context in this Rules-

(1) “Act” means Local Government (Paurashava) Act, 2009

(Rule No. 58 of year 2009);

(2) “Ward” means the ward defined under the section 2 clause14;

(3) “Ward Committee” means the committee formed under rule 3;

(4) “Section” means the section of law;

(5) “Paurashava” means the Paurashava formed under section 6;

(6) “Council” is defined under article 2 clause (38).

(96655)

Price: BDT 4.00

3. Formulation of Ward Committee. – (1) within (3) three months of forming the Municipality, the committee will be formed in each ward with the approval of the council including following members; such as

- a) Elected councilor of the affiliated Ward and that person will be the President of the Ward Committee;
- b) One (1) councilor of reserved seat of the affiliated ward will also be the Vice-president of the Ward Committee;
- c) Three (3) representatives from the urban poor people;
- d) Two (2) representatives from the civil society;
- e) Two (2) representatives from the professional organizations;
- f) Assistant Engineer / Sub-Assistant Engineer under the concern Paurashava are also shall be the member secretary.

(2) 40 % will be female members of the committee which is formed under the sub-Rule (1).

4. Meeting of the Ward Committee. –

- (1) The Committee will have to arrange at least one (1) committee meeting in every three (3) months.
- (2) The President will preside the meeting and, in the case of absence of the President, the Vice-President of the ward committee will preside the meeting.
- (3) The Member-Secretary will call the meeting after confirming date, time and agenda with the consent of President.
- (4) At least seven days earlier of the committee meeting, the notice will have to be served duly but for adjourned meeting, no notice is required.
- (5) The presence of five members of the committee will form the quorum, but for adjourned meeting, quorum is not required.
- (6) Certain agenda of the meeting will have to be mentioned in the served notice and the meeting will be conducted accordingly.
- (7) The meeting will approve the minutes of the previous meeting and analyze the progress of the taken decisions.
- (8) If any decision of the committee is failed to be actualized, President will present the cause in the next meeting.

5. Terms and Reference of the Ward Committee. – According to the Act, the function area of the Ward Committee will be as follows:

- (1) Holding discussion on the quality and problems of ongoing and planned development works with the residents at the Ward level;

- (2) Making a presentation on issues related to infrastructure, services and problems of the Ward committee meeting based on the Section -115;
- (3) Conducting activities to raise public awareness on payment of tax, sub-tax, bills, toll, rate, etc.
- (4) Collecting essential socio-economic data including birth and death registration;
- (5) Advising the Council to adopt streetlight, source of safe drinking water, and other public welfare-related projects;
- (6) Creating people's awareness on cleanliness, sanitation, environmental conservation, and tree plantation;
- (7) Increasing awareness regarding unity and good relationship among people of various classes and occupations;
- (8) Preparing the list of persons covered by various development programs, such as Vulnerable Group Development (VGD), Vulnerable Group Feeding (VGF), old age allowance, subsidy, etc. and forwarding it to the Paurashava Council;
- (9) Assisting the Paurashava administration in public health related program, through providing voluntary services, particularly with respect to prevention, of various diseases, family planning programs, and waste management;
- (10) Undertaking emergency programs to fight epidemic and natural disaster;
- (11) Regarding the approval of the budget by the Paurashava Council, arranging an open meeting once every six months, inviting 150 prominent residents of the Ward to discuss the overall activities of the Ward, and submitting people's demands to the Paurashava Council for the implementation;
- (12) Carrying out any other responsibilities as may be directed by the Government and Paurashava Council.

6. Sending Report. - The Committee will send progress report of the ward activities to the council after each three (3) months.

Order given by the President
Abu Alam Md. Shahid Khan
Secretary.

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Attachment-4: Office Order on Constitution and TOR of TLCC, 2011

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Paura – 1 section
www.lgd.gov.bd

Memo no. – 46.063.022.01.00.001.2011-258

Date: 25 Falgun 1417 Bengali
09 March 2011 Eng.

Office Order

In line with the section-115 and 14 of the Local Government (Paurashava) Act- 2009, the following two committee are formulated to create the scope of giving more citizen's opinion through mass people participation in Paurashava development activities:

a) Ward Level coordination Committee (WLCC)

| | | |
|---|------------------|---|
| Elected Councilor of the respective Ward | Chairperson | Members of the committee shall not exceeding 10 |
| Elected Female Councilor (Reserve seat) of the Ward | Co-Chairperson | |
| Representatives from the urban poor (03 persons including 01 female) | Member | |
| Representatives from civil society (02 persons including 01 female) | Member | |
| Representatives from professional associations (02 persons including 01 female) | Member | |
| Assistant Engineer /Sub-Assistant Engineer | Member-Secretary | |

02) The mentioned committee shall take approval from the monthly meeting of Paurashava Council. After enacting an order regarding formulation of WLCC with TOR and after taking approval from the Parashava Council, all concerned shall be informed the TOR and all WLCC members shall be informed the formulation process and TOR of WLCC.

Terms of Reference (TOR):

| | |
|----|---|
| 1) | Holding discussion on the quality and problems of ongoing and planned development works |
| 2) | Arrange open meeting inviting Ward's residents aiming to incorporate development activities and Paura-administration. |
| 3) | Make a presentation in TLCC through Councilor on infrastructure and debatable issues of services. |
| 4) | Conduct activities to raise public awareness on payment of tax and user charge. |
| 5) | Incorporate the Ward Committee in some selected services to assist and management of water supply, solid waste management etc. |
| 6) | To work with other relevant issues, as examples – environment, health and health management, law and order, birth and death registration etc. |
| 7) | Arrange WLCC meeting on quarterly basis, prepare meeting minutes, discuss the decisions of previous meeting in next meetings, monitoring the implementation process of the taken decision and continue the similar activities. |
| 8) | Taking approval budget by the Paurashava, arranging an open meeting once every six months, inviting 150 prominent residents of the Ward to discuss the overall activities of the Ward, and submitting people's demands to the Paurashava Council for the implementation |

(b) Town Level Coordination Committee (TLCC)

| | | | |
|----|---|------------------|---|
| 1. | Mayor | Chairperson | Members of the committee shall not exceeding 10 |
| 2. | Councilors (12 members are nominated by the Mayor) | Member | |
| 3. | Representatives from line departments (District Administration, Local Government Engineering Department, Department of Public Health Engineering, Roads and Highway Department, Public Works Department, Social Welfare Department, Cooperatives and Telephone & Telegraph Department – 08 persons) | Member | |
| 4. | Representatives from professional groups (Education, Culture, Lawyers, Businessmen, Doctors – 05 persons) | Member | |
| 5. | NGO representatives - 04 persons | Member | |
| 6. | Civil Society – 12 persons | Member | |
| 7. | Representatives from urban poor – 07 persons | Member | |
| 8. | Chief Executive Officer (CEO)/Secretary | Member-Secretary | |

03. The following issues will be followed during the formulation of TLCC

- 1) 01 – 03 members are nominated from respective Wards.
- 2) At least one-third of the total members is allocated for females.
- 3) Suitable citizens are contacted to know the willingness to join the TLCC before the final selection.
- 4) Line organizations are identified considering the importance of their roles.

Terms of Reference (TOR)

| | |
|-----|--|
| 1) | Holding discussion on the preparation of overall development plan including raising awareness of citizens for their active participation in different stages of the planning process |
| 2) | Assisting, supervising, and monitoring the progress of Paurashava overall development plan preparation |
| 3) | Discussing Paurashava tax assessment and collection at the TLCC meeting |
| 4) | Discussing various services delivered by the Paurashava |
| 5) | Holding the first meeting of the TLCC within 15 days of its formation |
| 6) | Holding TLCC meetings once in three months and preparing meeting minutes |
| 7) | Discussing the progress, quality, and problems of development works implemented by the Paurashava |
| 8) | Discussing issues about Paurashava governance improvement |
| 9) | Discuss citizen involvement in Paurashava development activities |
| 10) | Discuss the progress of Paurashava Standing Committee activities |
| 11) | Record discussions and decisions in the form of minutes, follow-up actions/ status of implementation at the following meetings, and continue the process |

04. Concerned Paurashavas shall ensure citizen participation in citizen services and development activities of the Paurashavas after forming the mentioned committee following accurately the Terms of Reference of the Committee.

(Dr. Md. Harun-Or-Rashid Biswas)

Senior Assistant Secretary

Date: 25 Falgun 1417 Bengali

09 March 2011 Eng.

Memo no. : 46.063.022.01.00.001.2011-258/1 (314)

Sent for information and taking necessary action:

- 1) Chief Engineer, LGED (Attention – Project Director, UGIIP-2).

- 2) Director General, MEE wing, that department. It is requested to incorporate WLCC & TLCC issue in evaluation form for evaluating Paurashava performance
- 3) Mayor/Administrator,.....Paurashava, District –
- 4) Senior Assistant Secretary (Paura – 2), Local Government Division.

(Dr. Md. Harun-Or-Rashid Biswas)

Senior Assistant Secretary

Phone: 9514142

E-mail: igpaural@yahoo.com

1. **Name of the Project:** Strengthening Paurashava Governance Project (SPGP).
 2. **Implementer:** Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives.
 3. **Duration of the project:** July 2015 to June 2018 (According to original TPP)
 4. **Total estimated cost:** 38 core 68 Lakh BDT. Funded by JICA.
 5. **Objective of the project:** Paurashava capacity development framework is established.
 6. **Pilot Paurashavas under the project:** (1) Shoilkupa, Jhenaidah (2) Bakergonj, Barisal (3) Kanaighat, Sylhet (4) Atghoria, Pabna (5) Chengarchar, Chandpur (6) Pakundia, Kishoregonj (7) Ulipur, Kurigram.
7. **Project activities**
- a) **Formulation of National Strategy for Paurashava:** A 'National Strategy for Paurashava Governance Improvement (NSPGI)' was developed for all Paurashavas in the country, which was finalized and approved by LGD. At first a draft National Strategy was developed through 08 Working Group Meeting comprising representatives from LGD, LGED, NILG, Paurashava Mayors, National and International Consultants, Development Partners (ADB, WB, GIZ, SDC) including other Stakeholders.
 - b) **Preparation of Operational Handbooks:** The operational handbooks for the consultancy aid in operation level and trainings on capacity development of Paurashavas are formulated in total 10 subjects as follows:
 - i. Orientation guideline on the basics of Paurashava Administration;
 - ii. Handbook on preparation and implementation of development plan;
 - iii. Handbook on preparation and implementation of Paurashava budget and monitoring
 - iv. Handbook on accounting and reporting
 - v. Handbook on Paurashava tax collection
 - vi. Handbook on Paurashava tax assessment
 - vii. Handbook on financial management for elected representatives;
 - viii. **Citizen participation through Ward Committee and TLCC;**
 - ix. Functional Handbook on Paurashava Master Plan Implementation;
 - x. Functional Handbook on Paurashava streets development;
 - xi. Functional Handbook on Paurashava drainage system development and
 - xii. Handbook on Monitoring of Paurashava's activities by the council and standing committees.
 - c) **Conducting pilot training to Paurashavas:** Fully utilizing the above mentioned operational handbooks, the project conducted training for Mayor, Councilor and Paurashava's Officials participating from pilot Paurashava and other Paurashava. Through the training courses governance capacity was improved at the Paurashava level. The training courses, delivered on the basis of these operational handbooks will be useful for Paurashavas to conduct their daily activities in an easy manner.
 - d) **Mentionable achievements of the project in pilot Paurashavas:**
 - Citizen participation was ensured in local decision making process through TLCC & Ward Committee;
 - Percentage of tax collection was substantially increased;
 - Prioritized development needs were identified through Ward Committee and Paurashava based Development Plan are prepared;
 - Paurashava Action Plan was formulated and
 - A quarterly monitoring system on Paurashava Action Plan was established through Standing Committee and Paurashava Council.