Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

5.2 Guidelines for Establishment and Functioning of Ward Level Coordination Committee (WLCC)

Project Coordination Office (PCO)
City Governance Project (CGP)

February 2018

Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED

Table of Contents

1.   Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Ward Level Coordination Committee (WLCC) that will be used in ward level for ensuring peoples' participation in development activities of five (5) City Corporations under the project.

2.   Justifications

Experience implementing various past and ongoing projects in municipalities (UGIIP, MSP, MGSP, NOBIDEP) shows that local stakeholders' participation can play an important role in the effective decision making of municipalities. With the view to stakeholder's participation, Ward Level Coordination Committee (WLCC) is institutionalized by the Local Government (Pourashava) Act 2009 and issued relevant order but in Local Government (City Corporation) Act 2009 is not yet initialized. From the experience of WLCC, it is proposed to reactivate WLCCs in City Corporation under Inclusive City Governance Improvement Action Program (ICGIAP).

Ward is the smallest administrative unit, thus close to citizens. By enhancing the Ward level activities, CC will be able to provide public services effectively. The purpose for establishment of WLCC in Ward level is to ensure participation in discussion on the selection and prioritization of schemes for implementation of physical works, ongoing solid waste management, poverty reduction, development work, quality of work, planning of IDP, tax, budget and other relevant issues.

3.   Relevant Issues as described in ICGIAP

3.1   Task

Ward is the smallest administrative unit, thus close to citizens. By enhancing the Ward level activities, CC will be able to provide public services more effectively. The purpose for establishment of WLCC in Ward level is to ensure participation in discussion on the ongoing development work, quality of work, planning of IDP, tax, budget and other relevant issues. The following initial steps and tasks are followed to achieve the WLCC

A. Composition

a) Councilor of the respective Ward (1)   - Chairperson
b) Female Councilor of the Ward (1)   - Co-chairperson
c) Representatives from Slum /poor community (3) - Member
d) Representatives from civil society/NGOs/CBOs (7) - Member
e) Representative from professional group (2)   - Member
f) Any officer nominated by Mayor (1)   - Member Secretary

Note: In selecting the representatives from Slum and civil society/NGOs/CBOs, prioritize those whose working fields/sectors are closely related to the basic services at community levels: i.e., waste management, water and sewage systems, community security/disaster management, education, public cultural activities and sports.

B. TOR

a) Conduct diagnosis on basic infrastructure, selection of schemes and prioritization for implementation of physical works.
b) Discuss the progress, quality of work, and problems of implementing on-going development activities at the ward level.
c) Present in CSCC through ward councillors infrastructure status of the ward and conflicted matters of CC services and associated problems.
d) Conduct awareness raising activities among citizens for paying taxes and user charges of the ward.
e) Involve the WLCC for implementation and management in some selected services i.e. water supply, solid waste management, street light etc.
f) Discuss the performance of conservancy activities of ward and make recommendations to improve their services.
g) Work on the other relevant matters of the ward i.e. environment, health and health management, law and order, birth and death registration.
h) Arrange WLCC meeting once every 3 months, record the minutes and monitor the implementation status of decisions taken in the previous meetings.
i) Arrange open discussion each 6 months on overall activities of the ward through inviting 150 persons including budget allocation from CC. Record the people's demands and send to CC council meeting for implementation.

3.2   Action by

CEO (i)
WG/Person in Charge/Councilor (ii)

3.3   Time Schedule

Formation of People's Coordination Committee (Participation in Town Planning)

3.4   Indicator

(1)   1st Performance Review

All WLCC meetings shall be held every three months

The performance is reviewed based on the following points;
- WLCCs was formed with required composition and TOR
- Regular meetings were held in each WLCC after 3 months
- Meeting minutes of all meetings were prepared
- Open discussions were held at least twice in a year involving 150 persons of the ward
- Proposals and recommendations of WLCC members reflected in sub-project list proposed by the Councilor

(2) 2nd Performance Review

<u>All WLCC meetings shall be held every three months and Good practices of WLCC shall be assessed and listed</u>

The performance is reviewed based on the following points;
- Regular meetings were held each 3 months.
- Meeting minutes of all meetings were prepared.
- Open discussions were held at least twice in a year involving 150 persons of the ward.
- Proposals and recommendations of WLCCs members are reflected in project proposals from the respective Wards.
- Good practices were assessed and listed.

4.   Objectives

- To formalize the concept of citizen participation in decision making process for development planning, investment design, budget allocation and other public services.

- To ensure participation in discussion on the ongoing development work, quality of work, planning of IDP, tax, budget and other relevant issues; maintain the quality of service oriented activities including prioritizing the demand of the people.

- To ensure inclusiveness in representation especially with focus on the participation of women and the poor in decision making.

- To identify problems of the ward through quarterly meetings and open discussions, and present those problems to the CSCC.

- To create sense of civic responsibility to extend all-out support to the CC relating to law and order and socio-economic issues.

5.   Relevant Organizations, Stakeholders and their role

(1)   Existing CBOs / Community Groups

- Existing CBOs or community groups proactively participate in WLCC as representatives of community
- Raise any issues in respective area to find solutions
- Provide data or information for ward infrastructure diagnosis
- Coordinate with WLCC in public services such as waste collection, prevention of crimes, and other voluntary services.
- Support WLCC to circulate information regarding public meeting organized.

(2) Comprehensive Planning Unit (CPU)

- CPU collects infrastructure diagnosis and project list of each ward.
- CPU compiles needs from each ward and revises Infrastructure Development Plan (Activity 6.3) based on comprehensive strategic paper.

6. Necessary Tasks and Procedures

6.1 Formation of WLCC and Notification

6.1.1 Composition and TOR

Ward Level Coordination Committee (WLCC) has to be established in each ward for ensuring participation in discussion on the selection of schemes and prioritization of schemes, monitoring of ongoing development works and their quality, planning of IDP, facilitation of tax collection, collaboration in solid waste management, creating awareness of social and environmental issues, and to make recommendations on those issues for councilors. WLCC will be formed with the following composition. An official letter will be issued by the Mayor and distributed it to all members with specific TOR of WLCC. Composition of WLCC is as below:

(1) Composition

g)	Councilor of the respective Ward (1)	- Chairperson
h)	Female Councilor of the Ward (1)	- Co-chairperson
i)	Representatives from Slum /poor community (3)	- Member
j)	Representatives from Civil Society/NGOs/CBOs (7)	- Member
k)	Representative from professional group (2)	- Member
l)	Any officer nominated by Mayor (1)	- Member Secretary

Note: In selecting the representatives from slum and Civil Society/NGOs/CBOs, prioritize those working in fields/sectors which are closely related to the basic services of a community: i.e., waste management, water and sewage systems, community security/disaster management, education, public cultural activities and sports.

Note: At least 30% of members are to be women.

(2) Selection of WLCC Members

The councilor of the respective ward and chairperson will assign those people who are willing to be involved in WLCC and send the list to Mayor. As WLCC works for increasing transparency and makes activities accountable to the ward residents, the selection procedure of WLCC members is very important. The members of WLCC should be socially acceptable, willing to work for their community and respectable. In order to make the process transparent, the following steps may be taken for proper selection of WLCC member:

1) Fixed nomination
   Out of the position mentioned in (1) composition above, a), b) and f) are fixed

2) Representatives from Slum /poor community (3 persons)
   The member secretary consults with representatives of poor communities (committee at the city level) and nominates 3 candidates and some substitute candidates. The member secretary asks the nominated candidates if they are willing to serve and if they are they become the WLCC members. If they refuse, the member secretary asks the substitute candidates.

3) Representatives from Civil Society/NGOs/CBOs (7 persons)
The member secretary asks all the representatives of Civil Society/NGOs/CBOs (except CDCs and organizations of poorer communities) to get together and nominate 7 candidates and some substitute candidates. The member secretary asks the nominated candidates if they are willing to serve and if they are they become the WLCC members. If they refuse, the member secretary asks the substitute candidates.

m) Representative from professional group (2 persons)
Professional groups include health practitioners (medical doctor, etc.), educational professionals (school principal, etc.), individuals in the legal field (lawyer, etc.), and journalists (newspaper reporter, etc.). The councilor and the member secretary discuss the fields of importance to the ward and select two professional fields. They ask the association of the group to nominate members. These representatives from professional groups do not have to be the residents of the ward.

Finally, councilor assigns those persons who are willing to be involved in WLCC and send the list to Mayor.

6.1.2   Task of WLCC members

(1)   Councilor

- Councilor of the ward chairs the WLCC.
- Councilor of the ward is the chairperson of the WLCC. WLCC shall be an advisory committee to provide the councilor with public opinions for better judgment and action for the respective Ward.
- Councilor of each ward conveys the results of the WLCC discussion of development activities to CPU so that CPU can take the WLCC's views into consideration for IDP and other planning activities.
- All councilors will take appropriate action to hold WLCC meetings on time and take necessary action to include in Agenda of CC Council Meeting discussion of WLCC decisions.

(2)   Member Secretary (CC Officer)

- Member secretary coordinates selection of WLCC members.
- All section heads of CC provide updated information to the Member Secretary of each Ward.
- Each Member Secretary will collect updated information from each section and prepare working paper for WLCC and take necessary action for holding meetings on time.
- Member secretary prepares meeting records of WLCC.

(3)   Representatives from Professional Groups, Civil Society, NGOs

- The members of WLCC who are selected from different groups and communities will attend the meeting and provide their valuable suggestions for improving living conditions.
- As the honorable citizen of the City Corporation they have the right to services provided by CC. WLCC members may monitor the ongoing development CC activities in the ward.

(4) Representative from Slum / Poor community

- As people living in slums/poor communities are an integral part of City Corporation, WLCC should ensure their participation in the decision making process of CC to improve their living environment and raise their voice for their human rights.
- As a Member of WLCC, they will provide valuable remarks and identify their problems and probable solutions.

6.2 Specific task of WLCC

Procedures and detailed activities of given tasks are described as below;

6.2.1 Conduct diagnosis on basic infrastructure, selection of schemes and prioritization for implementation of physical works.

- The Member Secretary of each WLCC prepares a summary of the decisions, recommendations, suggestions or probable solutions of identified problems of each sector made by the WLCC meeting.

- The Member Secretary submits Public Services Analysis Sheet to CPU to be considered for IDP preparation

The format of Public Services Analysis Sheet is used for preparation of summary of decisions of WLCC meetings as indicated below:

Public Service Analysis Sheet

Priority	Name of Sector	Identified Problems	Possible Solutions
1	Transport	1. 2.	
2.	Drainage	1. 2.	
3.	Water Supply	1. 2.	
5.	Municipal Facilities	1. 2.	

Note 1: List the sectors according to the priority.
Note 2: Other issues, such as, health, social security, environment, sanitation etc. can be discussed and analyzed.

6.2.2 Discuss the progress and quality of work, and problems of implementing on-going development activities at the ward level.

The possible solutions proposed by WLCC may be taken by CPU. If the CPU does not take action against a proposed solution the CPU explains its decision.
Once a project is initiated by CC based on CPU's plan, WLCC collects information on progress of the works through the member secretary. Thus, the member secretary is responsible for collecting progress information from relevant departments.
If there is any problem observed in the ward regarding an on going project, WLCC can raise it as an issue to be solved. The member secretary drafts a report regarding the issue with possible solutions and submits it to the relevant department representative in PIU. PIU should take decision on the issue and give feedback to WLCC, and take action accordingly.

6.2.3 Conduct awareness raising activities among the citizens for paying tax and user charges of the ward

CCs have to increase their income through appropriate utilization of own resources, collection of holding taxes, fees etc. so that CC can provide quality services to the citizens. In order to ensure collection of taxes, fees, etc., WLCC conduct awareness raising in the respective ward.

Role of WLCC for tax collection:
- Member Secretary of WLCC discloses the status of tax and water bill collection.
- Counselor reports to WLCC regarding tax reduction petition to CC that involved the councilor.
- WLCC discusses how to facilitate tax and water bill payment for the ward.

Basic information should be collected for facilitating tax and water bill collection. The formats to be used for assessment of present status are given below;

Format-1: Ward-wise information on Holding Tax/Tax payer

Total no. of Holding	Total Amount of Tax payable (TK.)	Total no. of persons that paid tax	Total amount of tax collected (TK.)	Total no. of Tax defaulters	Amount of Tax in Arrears (TK.)

Foramt-2: Ward-wise information of Tax Defaulters

Sl.	Defaulter's Holding No.	Name of the Defaulter	Amount of Tax in Arrears (TK) (Ascending order of big defaulters)	Remarks

Format-3: Ward-wise information of Water tariff payer

Total number of Subscribers	Total amount claimed (TK)	Total number of subscribers that paid water bill	Total collected amount (Tk.)	Total number of Defaulters	Total Amount in Arrears (Tk.)

Format -4: Ward-wise information of Water Bill Defaulters

Sl. No.	Account no. of the Defaulter	Name of the Defaulter	Amount in Arrears in Tk. (Ascending order of big defaulter)

6.2.4 Discuss the performance of Solid Waste Management activities of ward and make recommendation to improve services

- Conservancy department provides working schedule of cleaning and waste collection to WLCCs.
- WLCC conducts spot monitoring when any claim is raised by citizen, and reports to conservancy supervisor to take action.

- Conservancy department gives feedback to WLCC regarding claim, and WLCC compiles the result as Conservancy Performance Sheet (format is attached below).
- WLCC facilitates collaboration between Community Group (CG) and CC regarding solid waste management.

Ward-wise information for conservancy Performance Sheet

Sl	Name of Sector	Report made by WLCC	Action Taken by CC	Remarks
1.	Roads Cleaning			
2	Drains Cleaning			
3	Mosquito control			
4	Stray animal control			
5	Others			

Note: CC can modify the above format as per their needs.

6.2.5 Hold WLCC meeting in each ward every 3 months, prepare the minutes and monitoring of the implementation status of decisions taken in the previous meetings and keep continue the same activities.

- WLCC meeting is held in each ward every 3 months (quarterly) as per TOR.
- The Member Secretary of WLCC issues notice including agenda at least 7 days before the meeting.
- The Member Secretary / Chairperson will ensure the quorum of the meeting.
- The Member Secretary will take notes to draft the minutes and take approval of previous meeting minutes at the start of the meeting.

6.2.6 Arrange open discussion at least twice in a year on overall activities of the ward through inviting 150 persons including budget allocation from CC and write down the people's demands and send to CC council meeting for implementation.

- In order to obtain the opinions and views of the citizens on the overall activities of the ward, the WLCC arranges open discussion meeting, at least twice in a year.
- The Ward Councilor presides at the meeting as chairperson and the Mayor of CC may be the Chief Guest. Panel Mayor and Female Councilor will be the Special Guests of that open discussion meeting.
- The main objective is to collect claims, needs, and proposals regarding public services from ward citizens. WLCC raises 2-3 issues such as water supply, waste collection, and road construction as focus issues, but any other issues raised by participants can be discussed .
- The Ward Councilor as chairperson explains the present status of the focus issues, and actions to be taken through WLCC initiative. He/she also explains actions to be taken against issues raised in last meeting.
- Comments, opinions and other issues raised by participants are kept in the minutes and included in the agenda for future WLCC regular meetings.

6.3 Meeting format and Procedure

(1) Procedure

The main factor to hold a meeting successfully within the timeframe is to strictly maintain the sequence of discussions and avoid irrelevant issues. For this, the following points shall have to

be considered:

- **Introductory remarks by the Chairperson:** The Ward Councilor, as the Chairperson, in his opening remarks will explain the background, purpose and scope of the meeting and invite the Member-Secretary to present the agenda of the meeting.
- **Setting the sequence of agenda:** The Member-Secretary shall present the meeting agenda and invite opinions on it. Additional points may be added to the agenda, if anything relevant is raised, with the permission of the Chairperson. The issues described in the TOR shall be used as the agenda of the meeting. Any other issues, beyond the selected agenda, may be discussed as miscellaneous items.
- **Discussions and decision making according to the set agenda:** The Chairperson will conduct the meeting sequentially following the set agenda and will take decisions after discussing the issues.
- **Taking note/recording the decisions:** The Member-Secretary will keep records and maintain agenda-wise decisions of each meeting sequentially.
- **Wrap-up and closing remarks:** The Chairperson of the meeting shall give his closing remarks by summing up the discussions and decisions, and declare the closure of the meeting.

As the ground rule for conducting a meeting, the following points may be kept in mind by the participants:

- Have positive attitude
- Turn cell phone off
- Be punctual
- Listen to other participants carefully
- Take turns for discussion
- Be confined on agenda/topic
- Be modest and show regards to other participants

7. Implementation Schedule (for one year)

SL	Actions	Person in charge	1st Quarter	2nd Quarter	3rd Quarter	3rd Quarter
1.	1st Meeting	Member Secretary of each WLCC	▬	▬	▬	▬
2.	2nd Meeting	Member Secretary of each WLCC	▬	▬	▬	▬
3.	3rd Meeting	Member Secretary of each WLCC	▬	▬	▬	▬
4.	4th Meeting	Member Secretary of each WLCC	▬	▬	▬	▬

Note: Each WLCC meeting should be held in 3rd week of each quarter and submit the meeting minutes to Secretariat of CSCC so that the WLCC recommendations can be compiled for discussion in CSCC meeting.

8.   Cost of Implementation

Indicative cost breakup of the activities at each CC for one year

SL	Actions	Tentative cost in Tk.				Total Cost for one year
		1st Quarter	2nd Quarter	3rd Quarter	3rd Quarter	
01	Formation of WLCC	1000.00				1000.00
02	Conduct WLCC Meeting	700.00	700.00	700.00	700.00	2800.00
					Grand Total	3900.00

Note 1: The above budget is for one WLCC. CC will multiply the total number of wards such as:

NCC :	TK. 3900.00 X 27	= Tk. 1,05,300/-
CoCC :	TK. 3900.00 X 27	= Tk. 1,05,300/-
RpCC:	TK. 3900.00 X 33	= Tk. 1,28,700/-
GCC:	TK. 3900.00 X 57	= Tk. 2,22,300/-
ChCC:	TK. 3900.00 X 41	= Tk. 1,59,900/-

Note 2: Each CC will keep provision in their financial budget for administering the WLCC.

Annex I   Format for the Minutes of the Ward Level Coordination Committee (WLCC) Meeting

Minutes of Meeting
WLCC Regular Meeting
Ward No. XXX

Name of City Corporation   :
Ward No.   :
Date of meeting   :
Attendance   : Attachment-A

Agenda – 1: Confirmation and approval of the minutes of last meeting

Confirmation of the last meeting's minutes.	Discussion on accuracy of preparation of the minutes	Necessary modification (if any)	Decision
1. The minutes of the last meeting has been readout by Mr…….			

Agenda – 2: Review on the progress of implementation status of the last meeting's decisions

Sl. No.	Decisions/ recommendations of the last meeting	Review the Progress of implementation/present status	Further decisions/ recommendations (including implementation time-frame)	Responsible person/ official
1.				
2.				

Agenda – 3: Discussions and decisions on other selected issues in the light of objectives and ToR of the WLCC

Sl. No.	Issues for discussion	Discussion	Decisions/ recommendation (including time frame)	Responsible person/ official
1.				
2.				

Agenda – 4: Miscellaneous

Sl. No.	Issues for discussion	Discussion	Decisions/recommendation (including time frame)	Responsible person/ official
1.				
2.				

Date:--------------------   Signature of Chairperson:-------------------------
                                (Name)--