

Peoples Republic of Bangladesh



Ministry of Local Government, Rural Development and Co-operatives

Local Government Division

**Handbook on Preparation and Implementation of Paurashava
Development Plan**

May 2018

Handbook on Preparation and Implementation of Paurashava Development Plan

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Local Government Division

Ministry of Local Government, Rural Development and Co-operatives

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Preface

Paurashava is an important part of the local government system of Bangladesh. Population pressure is increasing in cities and Paura areas of the country day by day because of rapid urbanization. According to the last census, the population growth rate in urban areas is 4.1% (Bangladesh Bureau of Statistics, 2011). The number of Paurashavas has reached 329 as of December 2017. Though the number has increased, their manpower, administrative capacity and ability to provide services vary among Paurashavas. For this reason, Paurashavas are classified into 3 classes of A, B and C based on specific criteria. Different studies found that there is scope for improvement in administration, service quantity and quality of citizen services of Paurashavas. In this context, the Local Government Division of the Ministry of Local Government, Rural Development and Co-operatives has implemented the Strengthening Paurashava Governance Project (SPGP). Under the project, seven Paurashavas were selected for pilot Paurashavas and received support from July 2014 to June 2018.

The aim of SPGP is to help the government take necessary steps to enhance the capacity of Paurashavas nationally and, in addition to that, to establish a framework to develop the capacity of Paurashavas. To this end, SPGP has implemented various activities. A most notable one among them is supporting the development of an effective system to internally monitor the activities of Paurashava themselves. To guide Paurashavas in this regard, “Handbook on Preparation and Implementation of Paurashava Development Plan” was prepared. A draft handbook was prepared first and training and workshops based on it were organized at the central and Paurashava level. Then pilot Paurashavas carried out activities following the handbook with technical support from SPGP. The handbook was revised based on feedback from training participants and lessons from field-level activities. The Local Government Division and the National Institute of Local Government made important contribution by providing valuable comments to enhance the quality of the handbook.

Pilot Paurashavas prepared their development plan following this handbook and are implementing activities according to the plan. As a result, in the pilot Paurashavas, citizens’ demands have been reflected in their development plan, and the bridge between the Paurashava and citizens has been created. In addition to this, thorough the involvement of citizens in the planning process, they have become aware what the Paurashava is planning to do with their financial resources and what goal they would like to achieve. I strongly believe that if other Paurashavas follow this handbook, they will also be benefitted.

This handbook is prepared according to Para 62 of the Second Schedule of the Local Government (Paurashava) Act 2009, and suggests an easy and effective way of preparing a development plan. In the course of preparation of the handbook, necessary additions and alterations were made and comments of the Local Government Division were incorporated. Any

important opinions regarding this handbook will be appreciated and the handbook will be updated taking into consideration those opinions.

This practical handbook on preparation and implementation of Paurashava development plan was prepared for the use of all Paurashavas. I strongly believe that by making the best use of this handbook, Paurashavas will be able to ensure citizen services and public satisfaction will be raised. The handbook will also contribute to turning Paurashavas into more active and powerful institution. I would like to sincerely thank all who were involved in the preparation and publication process of this handbook.

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1. Introduction

1.1. Development planning of local governments

Development planning refers to a series of activities that are carried out in the preparation process of a development plan. The results of planning are presented in a set of development plan documents, which may contain descriptions of goals, policies and proposals to achieve the goals, an implementation schedule, implementation arrangement, etc.

Development planning is an integral part of the operation of a local government. It helps the local government to govern the area under their jurisdiction effectively and efficiently within its financial capacity if a medium-term plan is linked to a long term perspective. A development plan, which is the output of the process, serves as an important tool to ensure accountability if it is shared with citizens and the local government regularly explains its implementation status. This is particularly the case for local governments, which are close to the people they are responsible for serving. Development planning can bring more benefits both to the local government and citizens if the process is participatory; especially, because of being a dense area, in Paurashava peoples' participation is important.

1.2. Objective of the handbook on preparation and implementation of development plan

This handbook was prepared specifically to help Paurashavas to draw up their own development plan. It proposes the contents to be included in a development plan and the process of its preparation. The described process and contents can be considered as suggestions for the preparation of a development plan. The activities relating to Development Plan will be directed in line with change or update of associated acts, rules, regulations, circulars or instructions.

2. Concept and legal context related to development planning

2.1. Concepts of development plan and development planning

What is a development plan and development planning?

A plan is a detailed proposal about how to do something or achieve something within a specific timeframe. A development plan of a local government, generally refers to a set of documents describing how to develop a particular area within a certain period of time. In the context of local governments in Bangladesh, it can be described as **a set of documents describing its policies and proposed activities to provide services and physically and socio-economically develop the area they govern within a certain period of time**. A development plan described as such generally contains descriptions of goals, policies and proposed activities, an implementation schedule, a financial plan, implementation arrangement, etc.

Development planning refers to a series of activities required for the preparation of a development plan. Generally-performed activities in preparing a development plan include a situation assessment, construction of a vision, prioritization of activities, estimation of

costs, scheduling of activities, consideration of implementation arrangements and monitoring arrangements, etc.

The preparation of a good and workable development plan depends on the development planning process. For local governments in particular, involvement of citizens in the process has become a norm in many parts of the world.

Why is development planning important for local governments?

Development planning is an integral part of the operation of a local government. Without development plans, a local government cannot operate effectively and efficiently. It is essential for local governments because:

- ✧ **Development planning is a prerequisite to use available financial resources effectively (strategically) and efficiently** by prioritizing activities based on mid- or long-term goals agreed among stakeholders;
- ✧ **Development plans are a fundamental tool to fulfill accountability to the residents.** Local governments are obliged to explain to the residents what they are planning to do with public funds as well as what they have done. Development plans are used for those purposes.

Why is participation of citizens in development planning important?

In many countries, local government institutions involve residents in the planning process. In the case of Bangladesh, the provision in Article 115 of Local Government (Paurashava) Act, 2009 and a circular of the Local Government Division dated 09-03-2011 (memo no. 46.063.022.01.00.001.2011-258) stipulates matters related to citizen involvement in preparing development plans. Citizen participation in the planning process of development plans is important because:

- ✧ It helps the local government to make development plans **responsive to the needs of the residents**;
- ✧ It facilitates **the residents' support** for the implementation of the plans;
- ✧ It contributes to increasing **public awareness of their responsibilities** such as tax payment for the implementation of the plans;
- ✧ It can make the residents aware of potential problems they could face in the future.
- ✧ It can facilitate a sense of ownership of citizen services.

What are the benefits of development planning?

Development planning is beneficial to both local governments and residents.

Benefits for local governments:

- ✧ Development plans help them plan development works in a coordinated manner;
- ✧ Development plans help them produce results by using public resources effectively and efficiently;
- ✧ Development plans can be used as a tool to gain public support for their development activities and facilitate tax collection;
- ✧ The local government can inform the public what their goal is, what they are planning to do and doing towards that goal with public funds.

Benefits for citizens:

- ✧ It makes possible to have citizens' needs reflected in the local government's operation from the planning stage;
- ✧ It helps the local government to produce the maximum results for the residents with limited financial resources by deliberating in advance with stakeholders how those resources should be used;
- ✧ It creates the bridge between citizens and local government; and
- ✧ Proper monitoring of the implementation of development plans can reduce the risks of wasteful use of public funds by the local government.

2.2. Related provision in the Local Government (Paurashava) Act 2009

The second schedule of the Local Government (Paurashava) Act, 2009 (Hereinafter referred to as "the Paurashava Act, 2009") specifies Paurashava's detailed functions including the preparation and implementation of development plans. The plan shall include activities as specified in Para 62 of the second schedule (See the box below).

**Para 62 "Development Plan" of the second schedule
of the Paurashava Act, 2009**

- (1) The Paurashava may prepare and implement development plan for a specific period of time.
- (2) Preparation of such development plans shall be subject to the sanction of the Government and shall include, among others, prescriptions on the following affairs:
 - (a) The prevention of environmental pollution;
 - (b) The development of any special function of the Paurashava
 - (c) The manner in which the plan shall be financed, implemented and supervised;
 - (d) Identification of the agency through which the plan shall be executed and implemented;
 - (e) Such other matters as may be necessary.
- (f) The government may direct that any specified item of income of a Paurashava shall wholly or in part earmarked and applied in the implementation of a development plan

3. Scope of development plan

3.1. Duration of development plan

A development plan can be prepared for a short, mid or long period of time depending on the objective of the plan. The Paurashava, Act 2009 provides that the term of a Paurashava Council is 5 years from the date of the first Council meeting. This handbook recommends that the duration of development plan be 5 years as well because it is reasonable to articulate what a Paurashava administration plans to do in the plan during its term. Therefore, the plan should be prepared at the beginning of the term of the Council. However, even if the Council fails to do so at the beginning, it can take the initiative at any time during its term.

During the development plan period, an annual plan based on the 5-year development plan shall be prepared every year along with the annual budget.

The 5-year development plan may be revised if the Council finds it necessary in order to adapt to changing circumstances or because of change of administration. For example, if any Council fails to complete implementation of the 5-year development plan during its term, the succeeding Council can either continue its implementation or prepare a new development plan.

3.2. Areas covered by development plan

A development plan of a Paurashava can cover a variety of public service activities. Primarily those activities should be to perform Paurashavas' functions detailed out in the second schedule of the Paurashava Act, 2009 (See Annex 1 for the detailed functions of Paurashavas). However, a development plan can also cover the jurisdictions of other public institutions such as the government agencies within the Paura area. It can also include activities to develop institutional capacity (administrative and financial capacity including governance improvement and required equipment) of the Paurashava.

The activities that can be covered by a development plan may be categorized into the following areas:

1) Development, operation and maintenance of physical infrastructures

Development, operation and maintenance of physical infrastructures are generally the major demands of citizens. The typical public infrastructures Paurashavas cover are:

- Transportation and communication related infrastructures such as roads, footpaths, bridges and street lights;
- Waste management infrastructures such as disposal grounds, sanitary landfill sites and dustbins;
- Water supply infrastructures such as pipelines, tube-wells, overhead reserve tanks, surface water treatment plants, iron removal plants for water supply, etc.
- Drainages, sewerages and culverts;
- Markets and slaughter houses;
- Recreational facilities such as public halls, community centres, parks, play grounds, etc.

Other public physical infrastructures can also be covered in a development plan.

2) Improvement of service operations in the social sector

There are a variety of services Paurashavas have to or are expected to provide to the residents. Most of those services do not involve construction, operation and maintenance of physical infrastructures. Paurashavas typically provide the following services of this type:

- Public health-related services such as waste removal and collection (waste from markets/streets sweeping, drain cleaning and household), provision of public toilets, control of infectious diseases, and safe disposal of hospital waste;
- Quality control of food and drinks;
- Primary health care;
- Establishment and management of graveyards, crematorium and cemetery;
- Tree plantation and beautification of landscape;
- Preparation and implementation of social development plans;
- Public safety-related services such as law enforcement through the Paura Police;
- Education-related services such as contribution to schools, provision of scholarships and information services through the Paurashava information centre;
- Culture and recreation-related services such as organization of various memorial events for citizens.

Other public services including those services provided by the central government agencies can also be covered in a development plan.

3) Protection of the Environment

Para 62 of the Paurashava Act, 2009 provides that a development plan of a Paurashava includes measures for prevention of environmental pollution. Environmental pollution generally refers to the pollution of the air, water and land. The typical examples of measures to prevent such pollution which a Paurashava could take include:

- Preservation or restoration of forests, rivers, canals, etc.;
- Maintenance of drains;
- Improvement of a waste management system;
- Sanitation activities;
- Awareness raising activities on the prevention of environmental pollution.

4) Institutional development

Paurashavas can also propose activities to develop institutional capacity of the Paurashava required to perform functions specified in the Act. The typical areas that Paurashavas need capacity development include:

- Revenue mobilization;
- Budget formulation;
- Accounting / budget execution;
- Delivery of specific services;
- Management of resources
- Citizens' participation in local decision-making;
- Women's participation in local decision-making;
- Arrangement of personnel/staffing requirement/adequate staff structure.

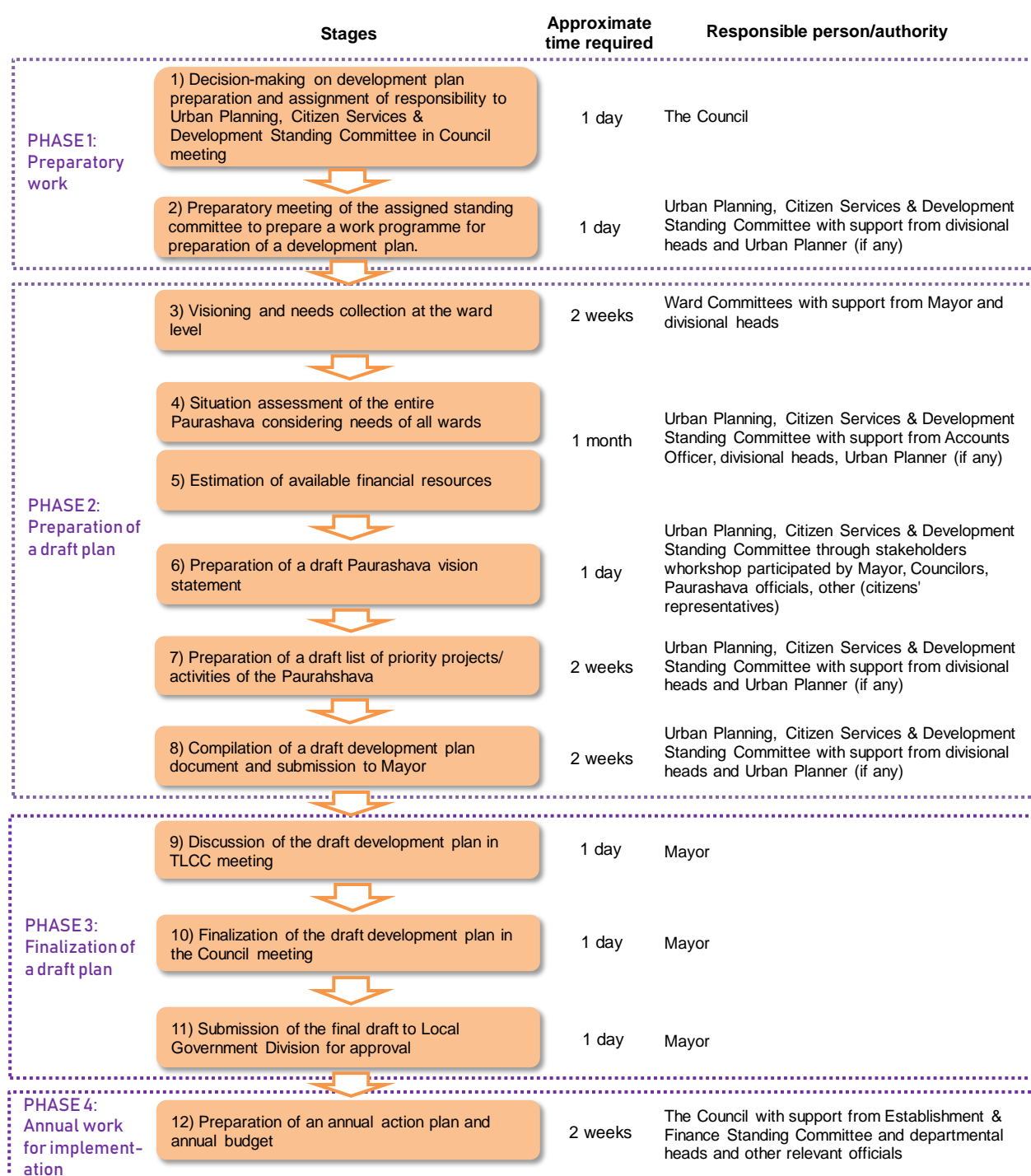
4. Development planning process

4.1. Flow of development planning

Development planning is a time-consuming and difficult task but any local government needs to do it in order to effectively and efficiently operate its activities and fulfil accountability.

This handbook suggests the following flow to prepare a development plan:

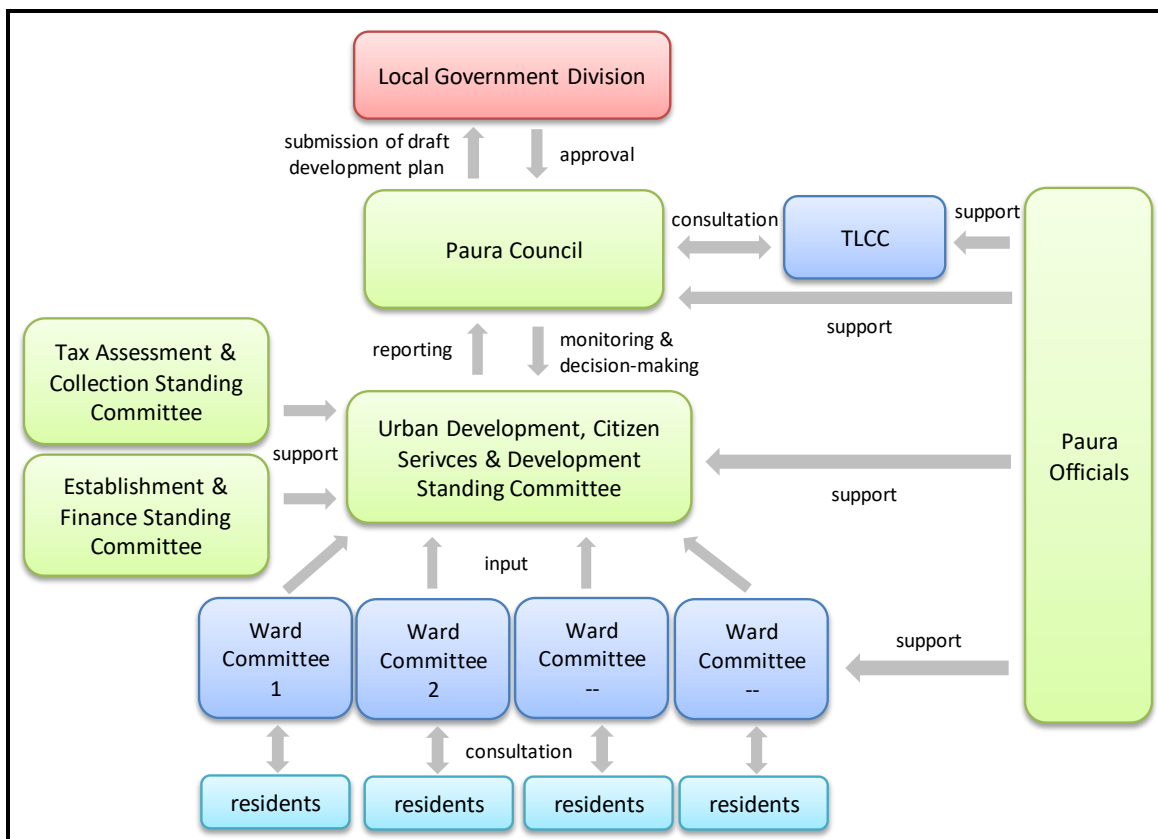
Flow of development planning



4.2. Roles of stakeholders

An effective development plan of a local government is prepared with the involvement of a variety of stakeholders. This handbook proposes that the Urban Planning, Citizen Services and Development Standing Committee take the lead while the Council makes decisions. Other stakeholders include Ward Committees, Town Level Coordination Committee (TLCC), Mayor, individual councilors, Establishment and Finance Standing Committee, Tax Assessment and Collection Standing Committee and Paurashava officials. The chart below describes the relations among stakeholders.

Relations among stakeholders in development planning process

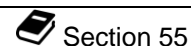


Each of stakeholders has an important role to play in planning processes and therefore their roles should be clearly defined. The role of each stakeholder is described below.

The Urban Planning, Citizen Services and Development Standing Committee

According to Section 55 of the Paurashava Act, 2009 there is a provision of forming Urban Planning, Citizen Services and Development Standing Committee. This handbook proposes that the said Standing Committee lead development planning processes with an approval of the Council. It is one of the ten mandatory standing committees specified in Section 56 of the Paurashava Act, 2009.

Composition of Standing Committees



Section 55

Membership: The number shall be five including the Mayor and four Councilors selected from the Councilors. 40% shall be female.

Chairperson: It shall be selected from the Councilors (except for the Rules and Regulation and Public Safety Standing Committee)

Co-opt member: Any standing committee can co-opt an expert as a member without voting right.

It is strongly recommended to include an expert from outside the Urban Planning, Citizen Services and Development Standing Committee as a co-opt member as the development planning process involves some technical matters, on which external assistance would be of great help. A desirable co-opt member would be an expert with appropriate technical expertise in physical or social development. Even if such a person is not found, it is recommended to co-opt a person who meets minimum requirements such as having a bachelor degree and professional experience in physical or social development.

The terms of reference of standing committees are to be defined by by-law, which shall be drawn up by Paurashava (Section 56 of the Act). The Local Government Division provided a model by-law (Memo no. 46.063.022.00.001.2012 (Part-3)-07) on January 2, 2013 regarding the composition and activities of standing committees. The activities of the Urban Planning, Citizen Services and Development Standing Committee described in the model by-law is shown in the box below. The preparation of a development plan can be considered as part of the activity "Advice the Council to identify and implement various development activities" mentioned in the model by-law. Taking the lead in the preparation of draft development plans can be considered as an activity of this committee. If the Paurashava has already enacted by-law, it is recommended to amend it to include the activity.

Activities of Urban Planning, Citizen Services and Development Standing Committee

Memo no. 46.063.022.00.001.2012(Part-3)-07, dated 02.01.2013

1. Assist in preparation of a master plan for the Paurashava and implementation of the plan. In preparing the master plan, the following matters must be taken into account:
 - a. Conducting a survey on the history of the Paura area, statistics, welfare and other matters;
 - b. Preparing a map on the location or area of the Paurashava where development and extension are needed;
 - c. Advising the Council to take effective measures for the conservation of the natural environment;
 - d. Controlling unplanned expansion of infrastructures in any area of the Paurashava for ensuring balanced development;
 - e. advising all concerned to ensure the proper application of the Paurashava Act for the improvement of infrastructure and civic services.
2. Assist the Paura authorities in tree plantation and caretaking at roadsides and other places, development and maintenance of forestry, and retaining open spaces, recovery and maintenance of ponds in order to deliver all kinds of civic services.
3. Advice the Council to identify and implement various development activities and assist all concerned in implementation of ongoing works.


4. Prepare an inventory of infrastructures and assist the Paurashava in development of infrastructures using base-map.
5. Monitor all activities of construction and reconstruction of buildings and ensure in particular adherence to building code.
6. Concerned Executive Engineer of Public Works Department in case of Paurashavas at the District level, and Concerned Upazila Engineer of the Local Government Engineering Department in case of other Paurashavas, may be co-opted as an expert member (as the case may be).
7. Other related issues

The Urban Planning, Citizen Services and Development Standing Committee can take the following actions in the preparation of a development plan:

- ✓ Take the lead in the entire development planning process;
- ✓ Inform all concerned of the purpose and process of development plan preparation and distribute responsibilities among them;
- ✓ Collect a priority project/activity list along with a vision from each Ward Committee;
- ✓ Conduct a situation assessment of the entire Paurashava and arrange a workshop to prepare a Paurashava vision statement;
- ✓ Prepare a list of priority projects/activities of the Paurashava;
- ✓ Compile a draft development plan document
- ✓ Present the draft development plan to the Town Level Coordination Committee (TLCC) for discussions and make necessary revisions in the draft;
- ✓ Submit the draft development plan to the Council for approval.

Ward Committees

The Ward Committees can lead demand collection at the ward level. The box below shows the composition of the Ward Committee determined by the Paurashava Act, 2009 and the Paurashava (Constitution of Ward Committee and Terms of Reference (TOR)) Rules 2012 issued on 26th June 2012.

Composition of the Ward Committee	
 Section 14	
Rules, SRO No. 206-Law/2012	
The Ward Committee shall be formed with the following members and the total number should not exceed 10. Besides, 40% of the members should be female:	
Designation/Position	Representation
Chairperson	Elected Councilor of the respective ward
Co-Chairperson	Elected Female Ward Councilor of the reserved seat
Member	Three representatives of the urban poor
Member	Two representatives from civil society
Member	Two representatives from professional associations
Member- secretary	Assistant Engineer / Sub-Assistant Engineer

The Ward Committee can take the following actions in the development planning process:


- ✓ Hold a ward-level open meeting in their respective ward to discuss the problems the citizens face;
- ✓ Discuss a ward-level vision;

- ✓ Prepare a list of priority projects/activities based on the problems and the vision.

Town Level Coordination Committee

As the Town Level Coordination Committee (TLCC) is considered an advisory committee, consultation with TLCC is important in order to reflect the voices of citizens.

The Paurashava Act, 2009 specifies the maximum number of the members of TLCC as 50. According to the direction of Local Government Division of Memo No. 46.063.022.01.00.001.2011-258 dated 09-03-2011, the composition of TLCC is shown in the table below.

Composition of the Town Level Coordination Committee	
 Section 14	
A TLCC shall be formed with the following members.	
Position	Representation
Chairperson	Mayor of the Paurashava
Member	12 Councilors selected by the Mayor
Member	8 representatives from the cooperating organizations (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)
Member	5 representatives from professional groups (education, cultural, lawyer, businessman, doctors)
Member	4 NGO representatives
Member	12 persons from civil society
Member	7 representatives of the urban poor
Member-secretary	Chief Executive Officer (CEO) / Secretary
Other requirements are to:	
1) nominate 1 to 3 member(s) from each ward;	
2) make the number of female members at least 1/3 of the total members;	
3) contact possible suitable citizens to know their willingness to be included before final selection of TLCC members; and	
4) identify line organizations considering importance of their role.	

TLCC can take the following actions in the development planning process:

- ✓ Discuss the progress of development plan preparation in regular meetings of TLCC;
- ✓ Participate in a workshop to prepare a Paurashava vision statement;
- ✓ Discuss a draft development plan and provide comments and recommendations for the finalization of the draft.

The Council

The Council has the authority to make decisions on any matters related to Paurashava's activities. It has to make decisions in the monthly or special meetings of the Paurashava on development planning. Specific responsibilities of the Council in this regard are:

- ✓ Make the decision of preparing a development plan and assign the responsibility to the Urban Planning, Citizen Services and Development Standing Committee;
- ✓ Discuss the progress of development plan preparation;

- ✓ Discuss the final draft development plan and finalize it before sending it to the Ministry for approval.

Mayor

As Mayor leads the Council, he is involved in almost all the stages as a member of the Urban Planning, Citizen Services and Development Standing Committee as well as the chairperson of the Council and TLCC. In addition to those roles, Mayor can perform the following roles:

- ✓ Propose to the Council the preparation of a development plan and assignment of the responsibility to the Urban Planning, Citizen Services and Development Standing Committee;
- ✓ Initiate the formation of the Urban Planning, Citizen Services and Development Standing Committee if it is not in place;
- ✓ Attend the ward-level open meetings as chief guest and explain to citizens the objective of the preparation of a development plan and call for the fulfillment citizens' responsibilities such as payment of taxes, fees/rates/tolls, cooperation with the Paurashava to deliver services;
- ✓ Send the final draft development plan to the Ministry for approval.

Councilors

Councilors lead the planning process at the ward level and also participate discussions as a TLCC member and Council member. Besides, they have some specific responsibilities as follows:

- ✓ Participate in a preparatory meeting for formulation of a development plan;
- ✓ Lead the ward-level demand collection process as the chairperson of a Ward Committee;
- ✓ Submit a ward-level list of priority projects/activities to the Urban Planning, Citizen Services and Development Standing Committee with his/her name and signature as a Ward Committee chairperson;
- ✓ Participate in a workshop to prepare a Paurashava vision statement as a TLCC member;
- ✓
- ✓ Participate in the Council meetings to discuss the progress of development plan preparation and finalize a draft development plan.

The Establishment and Finance Standing Committee

The roles of Establishment and Finance Standing Committee are:

- ✓ Help the Urban Planning, Citizen Services and Development Standing Committee in estimating the amount of available financial resources to implement a five-year development plan;
- ✓ Assist the Council in preparing an annual action plan considering the annual budget for the next fiscal year based on a five-year development plan approved by the Council.

The Tax Assessment and Collection Standing Committee

The role of Tax Assessment and Collection Standing Committee are:

- ✓ Help Urban Planning, Citizen Services and Development Standing Committee in estimating the amount of revenue from Paurashava's internal sources for the next five years.

Paurashava Officials

The officials of Paurashava need to support the Urban Planning, Citizen Services and Development Standing Committee, the Ward Committees, TLCC and the Council in all the steps. Their specific responsibilities include:

- 1) Arranging a preparatory meeting and preparing necessary documents such as a working paper and minutes;
 - 2) Assisting Ward Committees in preparing ward-level priority projects/activities lists and holding ward-level open meetings;
 - 3) Estimating available financial resources for the next five years;
 - 4) Providing necessary information for the Urban Planning, Citizen Services and Development Standing Committee to assess the situation of the Paurashava, and preparing necessary documents;
 - 5) Arranging a workshop to develop a Paurashava vision statement, participating in the discussion in the workshop and preparing minutes;
 - 6) Providing rough cost estimates and technical opinions in preparing a list of priority projects/activities;
 - 7) Compiling a development plan document;
 - 8) Arranging TLCC meetings to discuss the progress of development plan preparation, a draft development plan, and preparing minutes; and assist the Urban Planning, Citizen Services and Development Standing Committee to prepare the minutes.
- ✓ Assist the Council in preparing annual action plans and the annual budget with assistance from the Establishment and Finance Standing Committee;
 - ✓ Assist the Ward Committees in arranging open meetings and prepare documents necessary to submit to the Urban Planning, Citizen Services and Development Standing Committee.

4.3. Stages of development planning

Though there are many ways and techniques to prepare a Paurashava development plan, this handbook suggests a simple method that any Paurashava could adopt. But, Paurashava needs sufficient training and needs to be ready. Details of each stage of planning are described below:

Stage 1: Decision-making on development plan preparation

The Mayor proposes, in a Council meeting, the preparation of a development plan with the explanation of its objective and of the responsibility to the Urban Planning, Citizen Services and Development Standing Committee. He/she proposes to prepare a development plan by the standing committee. Approval of the proposal and assignment of the responsibility shall be in the form of a decision in the Council meeting.

If the Urban Planning, Citizen Services and Development Standing Committee is not in place, it needs to be formed in the same Council meeting. The functions of the standing

committee also need to be discussed and defined in the meeting if a by-law made by the Paurashava regarding its functions is not in place.

The composition of the standing committee is shown in Section 4.2. of this handbook. A co-opt member from outside can be included in the standing committee .

Stage 2: Preparatory meeting

The Urban Planning, Citizen Services and Development Standing Committee organizes a preparatory meeting within 2 weeks from the date of Council meeting inviting all other councilors and three divisional heads of the Paurashava. The main agenda of the meeting will be:

- ✧ **The objective of development planning:** Discuss and conceptualize what a development plan is, why the Paurashava intends to prepare it and what benefits it can bring to the Paurashava.
- ✧ **Process of development planning:** Discuss the process of development planning as well as required time for each stage of planning. They are summarized in Section 4.1. of this handbook but adjustments may be made if necessary after discussions.
- ✧ **Responsibilities/activities of stakeholders:** Propose and agree on distribution of responsibilities and specific jobs to stakeholders. Responsibilities of each stakeholder are described in 4.2. of this handbook but adjustments may be made or other responsibilities may be added if necessary after discussions.
- ✧ **Convening of Ward Committee meetings and ward-level open meetings:** Share the purpose of the open meeting and agree on how to develop ward-level vision and to prepare a priority project/activity list. The stages of ward-level visioning and preparation of a priority project/activity list are described in 4.3.3. of this handbook. In addition, the date, time and place of the meetings should be fixed and summarized in a ward meeting calendar using Form A below.

Form A: Ward Meeting Planning Calendar

Ward	Ward Committee Meeting			Ward Open Meeting			Responsible Council or
	Meeting date	Time	Place	Meeting date	Time	Place	
No. 1	1/4/2017	9:00AM	XX school	17/4/2018	3:00PM	XX school	Mr. YYY
No. 2
No. 3
...

Stage 3: Needs collection at the ward-level

Each Ward Committee prepares a list of priority projects/activities to submit to the Urban Planning, Citizen Services and Development Standing Committee. The needs of the residents should be heard in the list preparation process and for that purpose each Ward Committee calls an open meeting with the assistance of Paurashava Secretary.

The list of projects/activities can be prepared following five steps below:

Identification of problems and possible actions by the Ward Committee to solve or mitigate the problems

- 1) Consultation with residents in open meetings;
- 2) Ward-level visioning;
- 3) Prioritization of actions; and
- 4) Compilation of the priority list.

Each step is described below in detail.

Step 1 Identification of problems and possible actions by the Ward Committee to solve or mitigate the problems

Ward Committee members discuss:

- 1) the problems/demands the residents of the ward have by sector; and
- 2) actions that should be taken to tackle the problems or meet the demands.

Actions can be considered not only from a short-term (1-2 years) perspective but also from a medium-term (5 years) perspective. Paurashava officials such as engineers, health officers as well as Secretary may provide advice for participants on feasible actions. Each Paurashava can determine sectors for discussions and the results of the discussions can be summarized in Column (A), (B) and (C) of Form B below. The sectors shown in the left-end column are just examples and the Urban Planning, Citizen Services and Development Standing Committee or each Ward Committee can set them for discussions.

Form B: List of Problems/Demands and Possible Actions

Ward No. ____ Name of the Paurashava: _____

Sectors	(A) Problems/demands	(B) Actions that should be taken	(C) Short or medium term	(D) Priority ranking
<i>Health</i>	<i>Cases of dengue fever have recently increased.</i>	<i>Conduct a mosquito-control programme.</i>	<i>Short term</i>	
		<i>Conduct a campaign to promote preventive measures at home, schools and offices.</i>	<i>Short term</i>	
<i>Waste management</i>	<i>The people living near a dumping site are suffering from bad odor.</i>	<i>Establish a landfill.</i>	<i>Medium term</i>	
<i>Water supply</i>	<i>Drinking water from shallow tube-well is contaminated with arsenic.</i>	<i>Install arsenic-removal facilities.</i>	<i>Medium term</i>	
		<i>Install more arsenic-free deep tube-wells.</i>	<i>Short term</i>	
<i>Streets (roads, bridges, street lights. etc.)</i>	<i>It is difficult to carry crops to the market as the main road leading there is damaged.</i>	<i>Repair the road.</i>	<i>Short term</i>	
<i>Drainages and culverts</i>	
<i>Markets and slaughter houses</i>	
<i>Environment</i>	
<i>Education</i>	

Other (public safety, social welfare, culture, etc.)	
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Step 2 Consultation with citizens in open meetings

The Ward Committee chairperson calls an open meeting inviting citizens from different categories, who know well about the demands of citizens in respective categories. The number of invitees can be determined by the Ward Committee but the optimal number may be about 50 in view of the efficiency and effectiveness of demand collection during the meeting. The Ward Committee decide on invitees but has to ensure sufficient representation of women, the poor and other vulnerable groups of the ward.

In the meeting, any member of the Ward Committee presents the draft list of problems/demands and possible actions (Form B) with the priority ranking column {Column (D)} blank.

The participants in groups discuss if the listed problems/demands are appropriate and provide suggestions to the Ward Committee. Each group can work on different sectors to save time. Especially, it is important to consider the problems of women, children and the poor.

The Ward Committee modifies the list taking into account the suggestions of the participants.

Step 3 Ward-level visioning

Visioning is to create the shared image of the desired future development of an organization, institution or area. In order to create the image of the desired future of their ward, the participants of the open meeting discuss the outline of development in groups and provide a concerted answer to each of the following questions:

- 1) In which sectors would they like to see visible changes in five years' time?
- 2) What change would they like to see in their ward in those sectors in five years time taking the Paurashava's financial/technical capacity into consideration?

The Ward Committee Chairperson / Co-Chairperson collects answers and summarizes them in a statement form. Some examples of statements are given in the box below.

Examples of statement

- ✚ All residents of ward No. 2 have access to arsenic-free drinking water.
- ✚ Ward No. 5 becomes a ward prepared for floods with good drainage systems and clogging-free drains.
- ✚ All residents of ward No.8 becomes able to access healthcare facilities, schools and markets within 1 hour.

Step 4 Prioritization of actions

The participants discuss which of the actions identified in Step 1 and 2 should be given priority in the next five years in consideration of the following issues:

- whether it would contribute to the development of the ward in the long run;
- whether it would benefit larger population of the ward, not just a small number of people;
- whether it is feasible financially or technically;
- whether it would have no negative impact on the environment or any particular social group such as women, children, the elderly and people with disabilities;
- whether it would benefit women, the poor and other vulnerable groups (e.g. creation of employment opportunities for women in road construction, improvement of access to safe drinking water in slums);
- whether it would contribute to the prevention of environmental pollution.

The order of priority may be shown in Column (D) of Form B above.

Step 5

Compilation of a priority project/activity list

The Ward Committee makes a list of priority actions in a priority project/activity list below (Form C) based on the results of discussions in the preceding steps summarized in Form B. A rough cost estimate, an approximate number of expected beneficiaries, and brief description of benefits should also be presented in the form by project/activity. The Urban Planning, Citizen Services and Development Standing Committee sets a sensible and realistic ceiling on the sum of estimated costs of projects/activities and each Ward Committee lists priority projects/activities within the ceiling. However, this does not mean that the Paurashava will implement all projects/activities listed by wards under the ceiling in the next five years. Those are just proposed projects/activities for the Paurashava to consider when they make a decision about projects/activities to be included in their development plan.

The ward-level priority project/activity list is submitted to the Urban Planning, Citizen Services and Development Standing Committee.

Form C: Ward Level Priority Project/Activity list

Ward No. ____ Name of the Paurashava: _____

Priority ranking	Identified problems	Description of project or activity	Rough cost estimate	No. of prospective beneficiaries	Expected benefits
1	<i>It is difficult to carry crops to the market as the main road leading there is damaged.</i>	<i>Repair damaged parts of 1.5km road from XX community centre to sadar.</i>	<i>28 lakh</i>	<i>All 1,600 residents of the Ward</i>	<ul style="list-style-type: none"> <i>Farmers will be able to carry more fresh crops at a time increasing their income and reducing transport cost.</i> <i>Suffering of the patients in going to hospitals in sadar will be reduced.</i>
2	<i>Waterlogging has become serious because XX canal leading to YY river is filled up with slit. As a result, mosquito infestation along with mosquito-borne diseases is</i>	<i>Dredge 1.25m of 800-meter-long XX canal with excavator.</i>	<i>2 lakh</i>	<i>800 residents of the Ward and 200 residents of Ward Z</i>	<ul style="list-style-type: none"> <i>Damages to adjacent roads in monsoon season will be minimized.</i> <i>Cases of mosquito-borne diseases will be reduced.</i> <i>Waterway transport from the Ward to YY can be developed for commercial purposes.</i>

	<i>increasing.</i>				
3	<i>Arsenic- borne disease has spread out due to use of water from shallow tube-wells contaminated with arsenic</i>	<i>Install 10 deep tube-wells in the areas without deep tube-wells.</i>	<i>8 lakh</i>	<i>600 residents of peripheral areas of the Ward</i>	<ul style="list-style-type: none"> • <i>Safe drinking water will be easily accessible for residents.</i> • <i>Outbreak of arsenic- borne disease would be reduced.</i>
4	<i>The number of drug addicts among youth and cases of crimes committed by them are increasing.</i>	<i>Anti-drug campaign in cooperation with Thana Police/ Department of Narcotics Control and awareness raising</i>	<i>3 lakh</i>	<i>All residents of the Paurashava</i>	<ul style="list-style-type: none"> • <i>By increasing awareness of the people, it will be possible to reduce the increase in the number of drug addicts</i> • <i>The security situation of the entire Paurashava will be improved.</i>
...

Name and signature of ward committee chairperson: _____ Date: _____

Stage 4: Situation assessment of the Paurashava

The situation assessment is an essential part of development planning. It helps those involved in development planning understand what development needs exist in the Paura area and what responses have been taken to meet those needs. A situation assessment provides information required to make decisions on what issues need to be given priority and how those should be tackled with available resources, which are summarized in a development plan document in the end.

Steps of situation assessment

This handbook suggests that the Urban Planning, Citizen Services and Development Standing Committee with the assistance of Secretary, engineers and health officers conduct a situation assessment following the steps below using Form D provided in the next page.

Step 1 Prioritization of actions

Identification of problems the Paurashava faces by sector

Go through priority lists of projects/activities proposed by each ward committee and also hear about institutional problems from the Paurashava officials. Then summarize the problems by sector, if possible, with quantitative information to describe respective problems.

Step 2 Identification of recent, ongoing or planned activities of the Paurashava, GOB agencies, Upazila Parishad, Zila Parishad, NGOs, etc., to tackle those problems

Collect information from Paurashava officials, Councilors, Zila/Upazila Offices of GOB agencies, etc., about recent, ongoing or planned activities of any organizations to tackle the problems identified in 1) above.

Step 3 Forecasting of the situation in 5 years' time

Describe what the situation will be like after 5 years if the Paurashava does not take any measures to tackle the problems identified in 1) above.

Step 4 Identification of advantages

Describe advantages the Paurashava has and can use to tackle the problems identified in 1) above. Examples of such advantages are assets, resources, good relationships with certain groups of people, a large NGO active in the area, a government fund any Paurashava can apply for, and an educated young population. There are many ways, opportunities and potentials to solve the problems. It is important for the Paurashava to identify these opportunities and potentials. For Paurashava, notable opportunities and potentials are:

- a) human resources (Paurashava representatives, officials, youth, business persons, etc.);
- b) financial resources;
- c) physical assets;
- d) natural resources;
- e) activities of partner organizations/institutions;
- f) relationship with citizens and other institutions;
- g) policy, rules and regulations.

Form D: Situation Assessment Table

Sectors	Description of problems		Recent, ongoing or planned activities	Forecast of the situation after 5 years	Advantages
	Problem	Geographical area and quantitative information			
Health	<i>Residents have limited access to public toilets.</i>	<ul style="list-style-type: none"> • Ward 7,8, 9 • 30 % of the 3 Wards residents have no access to sanitary toilets. • No separate public toilets for women 	<ul style="list-style-type: none"> • YY NGO has installed sanitary toilets in XX market and ZZ bus terminal. • The Paurashava has hired cleaners for regular cleaning purposes. 	<i>The coverage of sanitary public toilets will be almost 100% in urban parts but about 70% in rural parts.</i>	<ul style="list-style-type: none"> • YY NGO might provide more toilets if the paurashava shares cost. • Some companies are interested in operation. • It will contribute to achievement of an SDG target.

Waste management	<i>Waste clogs drainages.</i>	<ul style="list-style-type: none"> • Ward 1,2, 5, 6 	<i>The Paurashava has hired cleaners to sweep roads and drainages in sadar area.</i>	<i>Waste will still clog drainages outside sadar. Population growth may deteriorate the problem.</i>	<i>There are some local organizations who want to clean the drains.</i>

Water supply	<i>Drinking water from tube wells is contaminated with arsenic.</i>	<ul style="list-style-type: none"> • All over the Paura area • About 70% of the residents use arsenic-contaminated water for drinking purposes 	<ul style="list-style-type: none"> • XX NGO is installing arsenic-removal facilities in ward 1,3. • DPHE plans to install 10 deep - tube wells in Ward 2, 7, 8 	<i>About 30% of the residents will have no access to arsenic-free water.</i>	<i>Many residents would be happy to bear some costs of arsenic removal facilities.</i>
Roads, bridges & street lights
Drainage & culverts
Markets, slaughter houses
Environment
Education
Other services (public safety, social welfare, culture, etc.)
Paurashava administration	<i>Paurashava's holding tax collection ability is limited.</i>	<ul style="list-style-type: none"> • Holding tax collection rate was 60% last year. • 10% of holdings do not receive holding tax bills as no assessment has been done for 7 years. 	<i>LGED is planning to provide tax billing software and related training for all Paurashavas.</i>	<i>Holding tax collection rate will remain low and therefore funds available for development activities will not increase.</i>	<ul style="list-style-type: none"> • Accountants of the Paurashava will receive LGED training soon. • Paurashava has a few computers for Accounting Purposes.

Stage 5: Estimation of available financial resources

The Urban Planning, Citizen Services and Development Standing Committee, with the help of the Secretary/ Accounts Officer/ Accountant of the Paurashava, estimates the amount of available financial resources to implement a five-year development plan. Form E provided in the next page can be used for this purpose.

Steps of revenue projection

Step 1 Clarification of revenue and revenue expenditure in the last three years

Secretary/ Accounts Officer/ Accountant fills in Column 'A' "Revenue income in the last three years" of the upper table of Form E and Column 'D' "Revenue expenditure in the last three years" of the lower table.

Step 2 Identification of planned activities and measures for revenue increase

The Urban Planning, Citizen Services and Development Standing Committee, in consultation with other relevant standing committees (such as the Establishment and Finance Standing Committee and the Tax Assessment and Collection Standing Committee), identifies measures that the Paurashava plans to take in order to increase revenue income from internal income sources. Mayor's presence as the chief of the executive of the Paurashava is important in this regard. Examples of measures include holding tax re-assessment, increase of tax rates, and enhancement of manpower. List identified measures in Column 'B' with the planned year of implementation marked.

Step 3 Projection of revenue

The Urban Planning, Citizen Services and Development Standing Committee, in consultation with other relevant standing committees, makes a revenue projection for the next five years by filling in Column 'C' taking into consideration actual revenue income and development income in the last three years and planned measures for revenue increase. It is very important to make a "realistic" projection. It would not be right to include the incomes from unlikely sources or overestimated tax revenues.

Step 4 Projection of revenue expenditure

The Urban Planning, Citizen Services and Development Standing Committee, in consultation with other relevant committees, makes a projection of revenue expenditure by filling in Column E of the lower table of Form E based on the trend of the last three years and the probability of increase/decrease of revenue expenditure for the next five years.

The sum of amounts on items under development account of Form E (i.e. 1. Government development aid, 2. Revenue surplus for development works, 3. Donation, and 4. Other) represents an estimated amount available. It has to be kept in mind that the use of development grants is generally limited to development works though there may be some exceptions in case of grants under some development projects of the government agencies. Revenue surplus can be spent for either development works or other activities such as service activities and training.

Form E: Revenue Projection Table

Revenue sources	(A) Revenue income in the last 3 fiscal years			(B) Planned activities and measures for revenue increase					(C) Projection					
				Measures	Year of implementation									
	20--/--	20--/--	20--/--		Y 1	Y 2	Y 3	Y 4	Y 5	FY 1 (20--/--)	FY2 (20--/--)	FY3 (20--/--)	FY4 (20--/--)	FY5 (20--/--)
Revenue Account														
1. Taxes														
Holding and land tax				Conduct interim assessment of HT	✓	✓		✓	✓					
				Conduct re-assessment of HT			✓							
				Hire more collectors			✓							
Transfer of immovable property														
Construction & reconstruction of buildings				Review the list of buildings constructed/ re-constructed last year		✓								
Occupation, business & callings				Update of the list of business establishments	✓									
				Review the tax in accordance with Model Tax Schedule 2014		✓								
Birth, marriage & adoption														
Advertisement tax														
Pet, animal														
Cinema, theater, audiovisual														
Non-motorized vehicle							✓							
Other														
2. Rates														
Lighting				Expansion of citizen services					✓					
Conservancy				Expansion of citizen services			✓							
Water connection/ rate														
Construction for public welfare														
3. Fees														
License				Step up collection efforts		✓								
Slaughter house				Review the fee				✓						
Paura market				Construction of a new Paura market										
Fare and agriculture exhibition														
Other				Establish more sources of income in accordance with Model Tax Schedule										

				2014										
4. Other														
Lease of market														
Lease of bus stand														
Lease of ferry ghat														
Graveyard/burial place														
Rent of road roller / mixing machine														
Compensation for road cutting														
Various certificates														
Various forms														
Tender schedule														
Fine														
Government aid other than development works														
Total revenue income														
Development Account														
1. Government development aid														
2. Revenue surplus for development works*														
3. Donation														
4. Other					Apply for Bangladesh Municipal Development Fund	✓								
Total development income (= Total amount available)														

*Revenue surplus = total revenue income – total revenue expenditure – salary for the next one month

	(D) Revenue expenditure in the last 3 years								(E) Revenue expenditure projection				
	20--/--	20--/--	20--/--						FY 1 (20--/--)	FY2 (20--/--)	FY3 (20--/--)	FY4 (20--/--)	FY5 (20--/--)
Total revenue expenditure													

Stage 6: Preparation of a Paurashava vision statement

The Urban Planning, Citizen Services and Development Standing Committee organizes a workshop, with Mayor as the chairperson to develop a vision statement of the Paurashava for the next five years. All Councilors, divisional and sectional heads and the remaining members of the TLCC should be invited. In order to draft a vision statement, peoples' participation is very necessary. In the preparation of the draft vision statement, a real reflection of participation of Paurashava administration along with citizens is required.

A vision statement can be developed in the following way:

Step 1

Sharing of the situation assessment results and ward-level visions

Any member on behalf of the Urban Planning, Citizen Services and Development Standing Committee explains the results of the situation assessment (Form D). Each councilor then presents a vision statement of his/her ward.

Step 2

Review of Paurashava master plan

If the Paurashava has a master plan, share the Paurashava vision statement given in the master plan.

Step 3

Development of a Paurashava vision statement

The participants discuss in a few groups the following issues considering the results of the situation assessment (Form D), the results of the estimation of available financial resources (Form E), and the statements prepared in the ward-level visioning exercise:

- What kind of town do the people of the Paura area want to see?
- What changes do the people of the Paura area want to see in the next five years?
- What issues are the most important for the people of the Paura area and the Paurashava in the next five years?
- How would the Paurashava administration (the Council, officers and staff) themselves to look in five years?

Based on the discussions above, each group develops a vision statement which describes how they would like to see the Paurashava in five years. A vision statement should be clear, short, and realizable. It should be commensurate with the capacity of the Paurashava. The examples of Paurashava vision statement are given below:

Examples of vision statement

(Vision statements of some of the pilot Paurashavas of SPGP are given here as samples)

Bakerganj Paurashava

Within the next five years, we would like to see Bakerganj Paurashava clean and habitable by ensuring sufficient child education and recreational facilities, and drug and river erosion-free environment, and the basic infrastructures for sustainable development according to the demand of the citizen.

Sengarchar Paurashava

Sengarchar Paurashava will be built as a municipality capable of providing most of the municipal services by enhancing financial capacity within the next five years.

Kanaighat Paurashava

By the year 2021, a sustainable and proper environment for living will be in place in Kanaighat Paurashava where all the civil services and facilities will exist for healthy and comfortable living through good governance along with local economic development.

Shailkupa Paurashava

We would like to build Shailkupa Paurashava as a clean city with sufficient streetlight and potable water which will be able to provide quality administrative service and environmentally friendly and sustainable infrastructure, good entertainment arrangements and drug free.

Each group presents the draft vision statement they developed. The participants discuss and pick the most appropriate vision statement or create a single one which integrates proposed statements.

Step 4 Identification of key sectors

The participants discuss and select important sectors to realize the vision and to give priority.

Stage 7: Preparation of a draft list of priority projects/activities of the Paurashava

The Urban Planning, Citizen Services and Development Standing Committee prepares a draft list of priority projects/activities of the Paurashava. The preparation steps are described below.

Step 1 Listing of all ward-level priority projects/activities by sector

Make a single list of all ward-level priority projects/activities categorized by sector using Form 'F' (provided in the end of this section). Place the key sectors identified during vision statement preparation first, to be followed by other sectors. Provide information, in appropriate columns in Form F, about beneficiaries, description of the project/activity, approximate cost, a probable implementing agency, and importance of the project/activity with explanation. The implementing agency of a project/activity is primarily the Paurashava but it can be GOB agencies at the Zila or Upazila level in the case that the proposed project/activity is under their jurisdiction, or other institutions such as a local NGO. Leave the "Source of fund" column and the "Year of implementation" column blank as those matters will be examined in later steps.

Step 2 Integration of some projects/activities

Merge some projects/activities in the list into a single project if it is found appropriate considering benefit and cost. For example, if three Wards propose the construction of different roads which are connected to each other, and a single project merging those three separate proposals would bring larger benefit for residents and is affordable and easier for implementation, it would be better to list as a single project. Another example is that, if some Wards propose the installation of street lights or sanitary latrine, those could be

merged into a single project or upgraded to a Paurashava-wide project to increase beneficiaries in a cost-effective way.

Step 3 Addition of projects/activities to the list

Go through the results of the situation assessment and the draft Paurashava vision statement. Discuss whether any projects/activities should be added to the list in view of the assessment results and the vision of the Paurashava. The standing committee can propose the following kind of project/activity:

- (a) Project/activity which is important for realizing the vision or solve/mitigate serious problems the residents are facing;
- (b) Project/activity which would benefit the entire Paurashava or have a large impact on the residents of the Paurashava in contrary to benefit any particular ward. Such projects/activities may include those under the jurisdiction of GOB agencies at the Upazila or Zila level;
- (c) Project/activity for institutional development of the Paurashava in view of the draft vision statement as well as the results of the situation assessment.

Step 4 Prioritization of projects/activities by sector

Rank the selected projects/activities in each sector in order of priority and rearrange in column 1 of Form F accordingly. The issues mentioned below should be considered in prioritization of projects/activities, while more issues for consideration can be added if the standing committee finds them appropriate:

- (a) whether it is important for the Paurashava to realize the vision;
- (b) whether it would contribute to the development of the Paurashava in the long run;
- (c) whether it is given high priority in the ward-level priority list if it is a project/activity proposed by a ward;
- (d) whether it would benefit many residents of the ward or vulnerable groups such as women and the poor if it is a project/activity proposed by a ward;
- (e) whether it is financially and technically feasible;
- (f) whether it would not have negative impact on the environment or any particular social group such as women;
- (g) whether it is in line with government policies;
- (h) whether it is consistent with Sustainable Development Goals (SDGs);
- (i) whether demands of each ward are considered fairly.

Enter the title of each project/activity in the second column. The title is recommended to be easily understandable and short. Write down the proposed project/ activity came from the wards in the third column. If some small projects have been merged into a larger project as explained in Step 2 above, put down the names of those wards who proposed these small projects. For example, if some wards proposed some of Street Lights, then the name of all those wards would be inserted as the proponent in the third column.

Indicate how many people would be benefited from the project in the fourth column. The above-mentioned method may be adopted in integration of small projects. Insert the name of the project from the ward-level priority list in column 5. In order to integrate small projects

into a single one, a convenient name can be written but it should be representative of those small projects. The amount of estimated expenditure of the projects should be written in column 6. In order to integrate small projects, the proposed amounts can be added together and can be written in column 6.

Step 5 Identification of prospective sources of fund for each project/activity

Discuss how each project/activity in the list can be funded. Enter prospective source(s) of fund for each project/activity in the “Source of fund” column (column 7) in Form F. A prospective source of fund is either or a combination of the followings:

- 1) Annual Development Programme (ADP) regular grant;
- 2) Development projects of GOB under ADP
- 3) Revenue surplus of the Paurashava;
- 4) Zila or Upazila level GOB agency;
- 5) Financing institution to which the Paurashava plans to apply for funding;
- 6) Other institution from which the Paurashava has secured or is highly likely to secure funds.

The following matters also need to be taken into consideration when identifying prospective sources of fund for each project/activity:

- ✓ ADP regular grants and revenue surplus of the Paurashava cannot be allocated more than a projected amount shown in Form E;
- ✓ ADP grants can be allocated only to development projects. For other activities, the Paurashava has to allocate its revenue surplus or fund from other sources;
- ✓ Unrealistic sources of fund or an unrealistic amount of funding from one source should not be assumed.

Discuss possible implementers of each project/activity after identifying possible sources of fund in column 7. Implementing institutions can be either a single organization or a combination of multiple organizations. In column 8, write the names of the potential implementers.

Step 6 Ensuring alignment with Master Plan

Review the Paurashava Master Plan if the Paurashava has it, and check if listed projects are not contradictory to it using the table below.

Project/ Activities	Is it under Master Plan?		If 'Yes', is it consistent with the following four types of plan provided in the Master Plan?			
	Yes	No	Land Use Plan* ¹	Traffic and Transportation Plan* ²	Drainage and Environmental Management Plan* ³	Plan for Urban Facilities & Services* ⁴
1. Public Toilet	Yes	...	Yes	Yes	Yes	Yes
2. Drainage	Yes	...	Yes	Yes	Yes	Yes
3. Children Park	Yes	...	No	Yes	No	Yes
.....

Definition of the following terms

*1 Land Use Plan:

Land Use Plan is basically a direction for development and conservation. Based on policy and strategies, it provides a general pattern for the location, distribution and character of the future functions (land uses) within the planning area.

*2 Traffic and Transportation Plan:

Transportation plan defines effective and efficient connection among the land uses. It includes policies, proposals, investments and designs to cope with the future needs in transport sector.

*3 Drainage and Environmental Management Plan:

Because of close interconnection between them, Drainage Plan and Environmental Management Plan are prepared and presented as a single plan. This plan elaborates the tasks, policies, and implementation strategies to have a sound stewardship of the drainage system and the measures to protect the environment and public health.

*4 Plan for Other Urban Facilities and Citizen Services:

There are a number of facilities and services essential for urban living (e.g. water supply, sanitation, electricity). In line with the other plans mentioned above, these facilities need plans to cope with the growing demand of urban population.

Step 7

Setting of implementation schedule

Discuss in which year of the development plan period each project should be implemented taking into consideration an estimated amount of available financial resources for each year. As it is a 5-year plan, it is not necessary to implement each project within any single year. If it is a large project, it can be implemented by phase over a few years so some funds can be made available for other projects/activities each year. Indicate the year of implementation of each project in Form F. Leave the “Year of implementation” cells blank for projects/activities for which the Paurashava intends to apply for funding because prospects for such funding are uncertain. However, if the Paurashava plans to apply for funding in a specific year, indicate that year in the “Year of implementation” cell.

In the last column (column 10), describe the importance of each project/activity. In addition, the expected implementation results of the project/activity can be written in the column.

Step 8

Separation of a draft list of priority projects/activities into two lists

Separate completed Form F into the following two lists.

- List1: A list of priority projects/activities planned to be implemented by the Paurashava or to be proposed to government local offices. The list will include those projects/activities for which funding is almost guaranteed. For example, all the projects which the Paurashava will implement with its own fund or with regular grants of the government, will be included in this list. In other words, this list represents an actual plan of the Paurashava that will be implemented with their own resources or by Zila and Upazila-level government agencies.

- List 2: A list of priority projects/activities requiring resource mobilization from external sources. The list consists of those projects that can be implemented only with extra funds.

Form F: List of priority projects/activities

Name of the Paurashava: _____

Priority	Title of the project/Activity	Proposed by	Beneficiaries (description and number)	Description of the project/activity	Cost (Taka)	Source of fund*	Implementing agency	Year of implementation					Importance of the project/activity
								1	2	3	4	5	
1	2	3	4	5	6	7	8	9					10
Key Sector 1 - Roads and bridges													
1	Construction of a road from XX to YY	Ward 2, 4, 5, 7	All the 11,000 residents of Ward 2,4,5,7	Construct a 2km RCC road of 16ft-width from XX in Ward 2 to YY in Ward 7 via ZZ in Ward 4	50,00,000	XX Fund of GOB	Paurashava/LGED	X					It is an important project to realize the vision. It would facilitate the movement of people and goods from the four wards and from neighboring unions to sadar.
2													
...
Key sector 2 – Water supply													
1	Water supply improvement	Ward 2, 8	1,800 residents (50%) of Ward 2 & 8	Install 30 deep-tube wells in the most populated areas of Ward 2 & 8.	1,500,000	DPHE Upazila Office, ADP regular grant	DPHE (6 DTWs), Paurashava (24 DTWs)	X					It is required to achieve 100% access to safe-drinking water in Paurashava. It is the top priority of the two wards where residents drink arsenic contaminated water from shallow tube-wells.
...
Key sector 3 – Waste management													
1	Extension of waste collection service area	Ward 1, 3, 6	All residents, particularly 3,500 residents (60%) of Ward 1, 3, 6	Install 6 more dustbins in sadar area and purchase a garbage truck. Hire a few more staff for collection.	2,700,000	ADP regular grant, revenue surplus	Paurashava				X	X	It is the top priority of the wards and also important for all residents. Garbage is making the area dirty and insanitary. It clogs drainages causing serious problems in monsoon season.
...
Environmental protection / Disaster management													
1	Repair of an embankment from XX to YY	Ward 4, 5, 9	All residents, particularly 2,700 residents (50%) of Ward 3, 4, 5	Repair the damaged parts of the embankment from XX to YY	18,000,000	XX Fund of GOB	Paurashava		X				It would minimize further land loss of the Paurashava caused by river erosion. It is also essential to minimize flood damage to agricultural lands and physical infrastructures near River XX.

...
Women empowerment																	
1	Sewing training for women	Ward 9	Residents of Ward 9	Contribute funds to expansion of XX NGO's programme to train women on sewing skills.	120,000	revenue surplus	ZZ NGO	X									There is a larger number of poor women in Ward 9. It empowers women and support poor women in particular. XX NGO already expressed their interest in cost-sharing for this activity.
...
Social problems																	
1	Anti-drug campaign	Ward 1, 3, 8	All residents	Introduce community policing on drug trade in cooperation with Thana Police and conduct awareness raising activities	200,000	revenue surplus	Paurashava and Thana Police		X								Drug addiction of the youth and associated crimes are serious issues in the entire Paurashava. It is very important to take measures against it Paurashava-wide for public safety and youth development.
...
Capacity development of Paurashava officials																	
1	Training of Paurashava officials on tax assessment	Urban Planning, Citizen Services & Devel. SC	10 Paurashava officials	Train Paurashava officials on new tax assessment rules and assessment software	50,000	LGED XX project	LGED	X									It contributes to an increase of the Paurashava's revenue
2
XXXXX																	

<p>* Source of funds:</p> <p>1) ADP regular grant;</p> <p>2) Development projects of GOB under ADP</p> <p>3) Revenue surplus of the Paurashava;</p> <p>4) Zila or Upazila level GOB agency;</p> <p>5) Financing institution to which the Paurashava plans to apply for funding;</p> <p>6) Other institution from which the Paurashava has secured or is highly likely to secure funds.</p>																	

Stage 8: Compilation of a draft development plan document

The Urban Planning, Citizen Services and Development Standing Committee compiles the outputs of the planning process into a draft development plan document with the help of Paurashava Secretary, engineers and health officers. The structure and contents of the document are suggested as below. Detailed description of the contents is provided in Annex 3.

Structure of development plan document	Contents of development plan document
1. Introduction	<ul style="list-style-type: none">• Objectives and benefits of development plan preparation• Detailed description of the planning process
2. Paurashava at a glance	Basic information about the Paurashava
3. Existing situation of the Paurashava	The results of situation assessment (Form D) of the Paurashava
4. Financial capacity of the Paurashava	The results of estimation of available financial resources (Form E) of the Paurashava
5. Development vision of the Paurashava for the next 5 years	Finalized Paurashava vision statement
6. Planned projects//activities	<ul style="list-style-type: none">• Key sectors for the next 5 years• Description of criteria on prioritization of project/activity• Draft list of priority projects/activities planned to be implemented or to be proposed to government local level offices (Form F - list 1)• Draft list of priority projects/activities requiring resource mobilization from external sources (Form F – list 2)

Stage 9: Discussion of the draft development plan in TLCC meeting

The Urban Planning, Citizen Services and Development Standing Committee submits the draft development plan to Mayor and he/she distribute it to TLCC members. The draft plan should be supplied to TLCC members at least 5 days prior to the TLCC meeting so that they can review it well. The standing committee presents the draft development plan in the TLCC meeting explaining why those projects/activities have been selected. TLCC discusses the draft plan and makes recommendations.

The following issues may be considered during the meeting:

- (a) Whether the proposed development vision of the Paurashava is appropriate;
- (b) Whether the planned projects/activities would contribute to the development of the Paurashava in the long run;
- (c) Whether the demands of each ward are incorporated fairly;
- (d) Whether the planned projects/activities are commensurate with the financial capacity of the Paurashava;
- (e) Whether the projects/activities would not have negative impact on the environment or any particular social group such as women;
- (f) Whether those projects/activities which would generate positive effect on women, the poor and other vulnerable groups of people are given priority;

- (g) Whether those projects/activities which would contribute to environmental conservation are given priority.

The standing committee revises the draft development plan based on TLCC's recommendations.

Stage 10: Finalization of the draft development plan in the Council meeting

The Urban Planning, Citizen Services and Development Standing Committee presents the revised draft development plan in a monthly meeting of the Council. The Council discusses and finalizes it.

Stage 11: Submission of the final draft to the Local Government Division

The Council sends the finalized development plan to the Local Government Division for approval along with the minutes of the Council meeting.

Stage 12: Preparation of an annual action plan

The Administrative Division and Engineering Division, in consultation with the Mayor, the Urban Planning, Citizen Services and Development Standing Committee and the Establishment and Finance Standing Committee, prepare a draft annual action plan along with a draft annual budget for the next fiscal year based on the approved development plan. The annual action plan can be prepared in the following:



Review of the revenue projection for the following fiscal year

Review the revenue projection (Form E) for the following fiscal year taking into consideration the revenue of the current and previous fiscal years, and make necessary adjustments in the revenue projection.



Listing of the projects/activities planned to be implemented or proposed to government offices at the local level in the following fiscal year

Sort the projects/activities which are planned to be implemented or proposed to government offices at the local level in the following fiscal year from "List of priority projects/activities planned to be implemented or to be proposed to government local offices" (Form F - list 1) of the prepared development plan. Use Form G provided in the next page for this purpose. In case the sum of the estimated costs of the listed projects/activities exceed the projected amount of development income shown in the revenue projection table adjusted in Step 1 above, remove the projects/activities given the lowest priority in the list. In this case, the list of the lowest priority projects can also be partially implemented, which will be subject to availability of funds in the next fiscal year.

Seven columns of this list can be filled from the information given in the previous table (Form F). Those columns are project/activity title, target area, number of beneficiaries, project/activity description, estimated cost and source of fund. While filling these tables, the information may be corrected or refined if necessary.

Step 3

Listing of the projects/activities for which resource mobilization will be attempted in the following fiscal year

Sort the priority projects/activities in the same way for which the Paurashava plans to apply for funding in the following fiscal year from “List of priority projects/activities requiring resource mobilization from external sources” of the prepared development plan (Form F - list 2). As, the funding of the projects in this list is dependent on external sources, the possibility of implementation of these projects is uncertain although most of them are given priority by ward residents.

Step 4

Setting of probable implementation periods and implementers

Discuss and set a timing of probable implementation period for each project. In other words, determine which project will be implemented in which months of the year and write that information in column 8. Similarly, discuss the implementer of each project/activity, and the section or person responsible for implementation monitoring and write the information in column 9 and 10. The annual budget for the next fiscal year should be prepared in accordance with a draft annual action plan using the government-prescribed budget formats. This makes the annual budget and development plan consistent. Both the annual budget and annual action plan should be submitted to the Council for discussion and approval.

Form G: Annual Action Plan

Financial year: 2017/18

Priority order	Title of the project/activity	Target area	beneficiary	Description of the project/activity	Cost estimate (Taka)	Source of fund	Implementation period	Agency/Division of Paurashava in charge of implementation	Section/person responsible for monitoring
1	2	3	4	5	6	7	8	9	10
A. Priority projects/activities planned to be implemented or to be proposed to government local offices									
Key sector 1 – Roads and bridges									
1	Road XX maintenance	Ward 1, 3, 9	All Paura residents	Repair damaged parts of Upazila Road XX linking Paurashava to neighboring YY Upazila	60,00,000	LGED Upazila Office	---	---	Executive Engineer (to communicate with LGED)
...
Key sector 2 – Water supply									
1	Water supply improvement	Ward 2, 8	1,800 residents (50%) of Ward 2 & 8	Install 30 deep-tube wells in the most populated areas of Ward 2 & 8.	15,00,000	DPHE Upazila Office (6 DTWs) and ADP regular grant (24 DTWs)	10/2017 – 11/2017	Engineering Division	Asst. Engineer
...
XXXXXX									
...
...
B. Priority projects/activities requiring resource mobilization from external sources									
Key sector 1 – Roads and bridges									
1	Construction of a road from XX to YY	Ward 2,4,5,7	All the 11,000 residents of Ward 2,4,5,7	Construct a 2km RCC road of 16 ft-width from XX in Ward 2 to YY in Ward 7 via ZZ in Ward 4	50,00,000	XX Fund of GOB	---	---	---
...
Key sector 2 – Water supply									
...
...
XXXXXX									
...
...

5. Monitoring of the implementation of development plan

5.1. Objective of monitoring

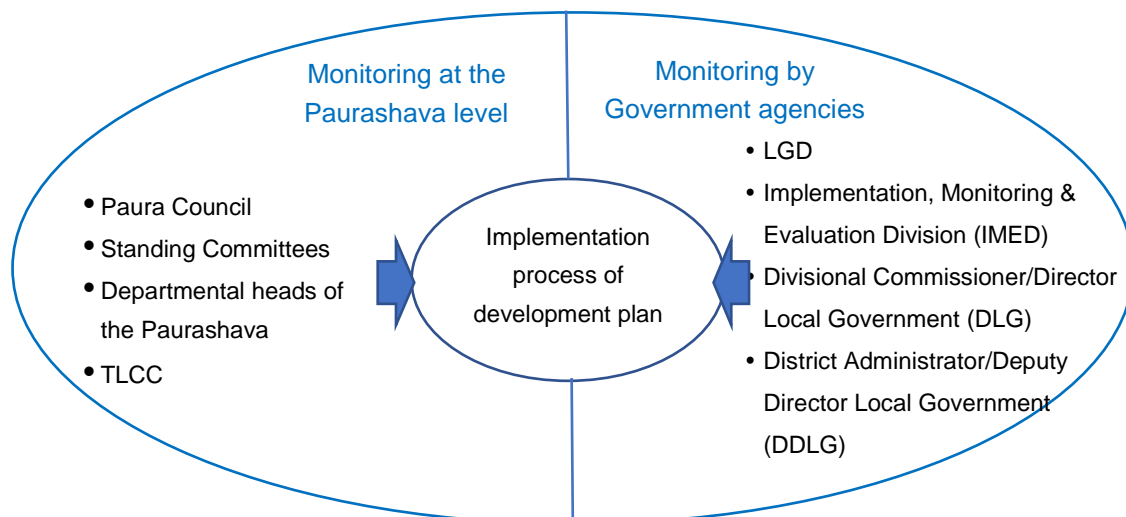
If it is not implemented properly, a development plan is nothing more than words on paper. It has to be monitored in order to check progress on its implementation and take action to facilitate proper implementation if necessary.

Monitoring is also important to fulfil accountability to the residents as discussed in 2.1. of this handbook. The information about implementation progress needs to be shared with the residents. It is important to involve citizens not only in planning process but also in monitoring because, it is essential in ensuring accountability.

5.2. Monitoring process

Paurashava must have its own institutional arrangements to monitor the implementation of their development plan at different stages whilst the government can monitor it too.

Actors involved in monitoring of development plan implementation



At the Paurashava level, annual action plans based on a 5-year development plan can be used for monitoring purposes. Whether planned projects/activities listed in the annual action plan are implemented as intended should be assessed on a regular basis.

This handbook proposes the following monitoring process:

Monitoring at Paurashava Level

Divisional heads

- 1) Gather information on the implementation status of the annual action plan from the section/person responsible for monitoring designated in the annual action plan.
- 2) Review the implementation of the annual action plan in consultation with CEO and Mayor

Standing Committee

Review the implementation status of the annual action plan based on reporting of CEO/divisional heads and submit recommendations on any necessary action to the Council.

TLCC

In its meetings, discuss and provide opinions on the implementation status of the annual action plan based on reporting of CEO/divisional heads.

Council

- 1) Discuss the implementation status of the annual action plan in the monthly meetings along with recommendations of the standing committee, and decide actions to be taken if necessary.
- 2) Follow up on progress of implementation of the actions in the next monthly meeting.

Monitoring at Government level

- 1) During monitoring of the government (according to the prescribed schedule), Paurashavas help in monitoring process.
- 2) Paurashavas implement the government's opinions and recommendations
- 3) Paurashavas assist the government in settling audit objections.

The Council holds primary responsibility for monitoring. However, it is a decision-making body and meets only once a month to discuss a number of issues, it is suggested that it delegate monitoring responsibility to the Urban Planning, Citizen Services and Development Standing Committee. The Standing Committee, based on reporting from divisional heads of the Paurashava, can review the implementation status of each project/activity listed in the annual action plan and report the review results with their recommendations on actions to be taken, if any, to the Council.

Frequency of such a review and reporting to the Council by the Standing Committee and related decision-making in the Council can be decided by the Council but quarterly reviews are recommended so that the Paurashava can take effective action before it becomes too late to solve any problem in implementation. The Council needs to make sure in the following monthly meeting if the decisions taken in the last meeting have been executed.

The Paurashava should also share information on implementation of the planned projects/activities with TLCC and collect their opinions about it. It can be done quarterly as TLCC meetings are held at least quarterly according to the government instruction.

The results of the annual action plan implementation should be reported to the Council as well as TLCC along with the annual statement of income and expenditure after the end of fiscal year.

How to monitor the implementation of the annual action plan is explained in detail in the “Handbook on Monitoring of Paurashava’s activities by the Council and Standing Committees” prepared under SPGP.

Column: Good practice in preparation and implementation of development plan

Kanaighat Paurashava received training and on-site technical support from Strengthening Paurashava Governance Project (SPGP) for the preparation of their own development plan. After the inauguration of a new council in early 2016, the elected representatives and officers of the Paurashavas prepared a development plan following this handbook by identifying the inhabitants' needs, analyzing the development and financial situations of the Paurashava, setting a vision for the Paurashava and selecting priority development activities.

Kanaighat Paurashava had not prepared a development plan prior to implementation of SPGP. Their development activities had been decided on an ad-hoc basis. Criteria for project selection had not been clear to the public. Priority of their activities was given only to physical infrastructure development projects, never to social development activities.

The training and technical support provided by SPGP following this handbook, some notable outcomes have been observed in Kanaighat Paurashava. They have been conducting their development activities based on the development plan prepared in consultation with the inhabitants and approved by the council. As a result of increased participation of the people in the preparation and implementation of their own development plan, their accountability has increased. For example, Kanaighat Paurashava have allocated funds not only to physical infrastructure development but also to social development activities demanded by citizens such as initiatives to tackle gambling addiction of the youth and the distribution of poultry for empowerment of women. In addition, citizens' needs were reflected in the development plan, which has facilitated cooperation from citizens in Paurashava's activities. For example, a landowner gave up some parts of his land to straighten a road under Paurashava's jurisdiction learning the demand of the residents expressed at the ward-level open meeting organized during the development planning process.

Annex 1

Detailed functions of Paurashava specified in the second schedule of the Paurashava Act, 2009

Category	Detailed functions of Paurashava (bold letters indicate mandatory functions)
Public Health	Necessary steps to ensure public health, regulation of insanitary buildings; waste removal, collection and management; provision and maintenance of public toilet and regulation of private latrines; birth, death and marriage registration; prevention and control of infectious diseases; Promotion of public health; establishment and maintenance of hospitals/dispensaries; provision of medical aid, medical education, etc.
Water Supply and Drainage	Water supply; execution of water supply schemes; regulation of private water sources; construction and maintenance of public drains; regulation of private drains; execution of drainage schemes; securing of bathing and washing places; provision and regulation of dhobi ghats for washer men; declaration, utilization and regulation of public watercourse; licensing of vessels; management and operation of public ferries; declaration and regulation on fisheries
Food and Beverage	Regulation of manufacture, sale and preparation of food and beverages; execution of milk supply schemes; establishment, maintenance and development of public markets; licensing and regulation of private markets; provision and maintenance of slaughter houses.
Animal	Establishment and maintenance of veterinary hospitals; provision of vaccines for prevention of infectious diseases; control of strayed animals; establishment and maintenance of cattle pounds; establishment and maintenance of animal homes; establishment and maintenance of cattle farms and poultry farms; registration of cattle sales; execution of livestock schemes; control of dangerous animals; holding of cattle shows and fairs; maintenance or contribution to zoological gardens; establishment and maintenance of zoo.
Town Planning	Formulation of a master plan; inspection and control of execution of site development schemes.
Building Control	Sanction of site plans and building plans; inspection of completed buildings; regulation of buildings.
Streets	Provision and maintenance of public streets; execution of a road maintenance and development programme; sanction of development of new streets; assignment of naming, numbering and providing holding number of street; lighting of public streets; execution of street lighting schemes; watering of public streets; control and regulation of traffic; licensing of vehicles; setting of the rate of fares for the use of public vehicles.
Public Safety	(Functions prescribed for civil defense of the municipality); provision of boats with other necessary equipment for flood fighting; execution of a scheme providing for the prohibition of dangerous and offensive trades; provision, maintenance and administration of graveyard and cremation ground; registration of burial and cremation ground.
Trees, Parks, Gardens and Forests	Plantation and protection of trees on public streets and other public places; execution of an arboriculture plan; building, maintenance and administration of public gardens; execution of a garden development plan for each garden; provision and maintenance of open spaces; Regulation on using of open spaces; execution of forest plans; destruction of pests of trees and plants; clearance of noxious vegetation or undergrowth; felling and trimming of harmful trees; excavation/re-excavation of tanks and reclamation of low lying areas.

Education and Culture	<p>Maintenance of educational institutions (as may be required by the prescribed authority); initiation of establishment of educational institutions if needed; financial contributions to private educational institutions; enforcement of compulsory education; provision of scholarships; provision of training for teachers; promotion of adult education; maintenance of depots for sales of school books and stationary; promotion of educational society; establishment and maintenance of information centers for civic education; establishment of museums and art galleries; establishment and maintenance of public halls and community centers; celebration of religious festivals, independence day and other national holidays: provision for the reception of distinguished visitors; promotion of physical culture and encouragement of public games and sports; promotion of tours to the municipality; preservation of historical places; provision of recreation facilities; provision of public library as well as mobile library.</p>
Social welfare	<p>Establishment and maintenance of welfare institutions; provision of burial and burning of paupers; prevention of beggary, prostitution, gambling, taking of illicit drugs alcoholic liquor, juvenile delinquency and other social evils; organizing social service volunteers; promotion of the welfare of women, child and backward classes; promotion of social development and social welfare.</p>
Development	<p>Implementation of development plans; implementation of community development planning; investment in commercial enterprise.</p>

Annex 2

Contents of a Development Plan

A development plan document may consist of the following contents but other relevant information can be added if Paurashava finds it necessary.

Table of contents of development plan
1. Introduction
1.1. Objective of development plan preparation
1.2. Process of development plan preparation
2. Paurashava at a glance
3. Existing situation
4. Financial capacity
5. Development vision for the next 5 years
6. Planned projects/activities
Annexes
- Ward level priority project/activity lists

Detailed contents of each chapter are explained below.

1. Introduction

1.1. Objective of development plan preparation

The objectives of development plan preparation and its benefits may be described so the readers would understand the objective of preparation of Paurashava Development Plan.

1.2. Process of development plan preparation

Various steps, sub-steps and strategies followed in development planning processes may also be explained in order to ensure transparency and accountability.

2. Paurashava at a glance

A development plan should provide basic information about the Paurashava to give clear ideas to readers what kind of town it is before explaining what they are going to do in the next five years. For this purpose, "Paurashava at a glance", which provides such information and most of the Paurashavas have already prepared, can be used rather than preparing a new document. There is no prescribed format for "Paurashava at a glance," but it typically contains the following types of information:

Paurashava at a glance format (sample)

Type of information	Extent of Information
Basic information	Name of the Paurashava Date of Establishment Current Category and Date of Upgrade Date of First Election Date of Oath (First Council) Date of First Council Meeting Date of Last Election Date of Oath (Present Council) Date of First Council Meeting (Present Council) Literacy Rate Location (Division/ District/ Upazila, Latitude/Longitude)

	Number of Wards Number of Mauza Population (male and female)/Density Holding Number Vehicles Total Employees (Engineering, Administration, Health)
Regular Services	Water Supply Street Lighting Public Toilets Waste Collection and Removal
Infrastructure	Transport Total Road Pucca/ Semi Pucca/ Katcha/ Footpath Bridge / Culvert Bus stoppage; Bus/Truck Terminal Rail line/ Rail way Junction Water way/Ferry Ghat/ Ghat
	Drain Primary (Natural Canals/ Man made) Secondary/Tertiary
Land Use Status	Agricultural, Residential, Commercial, Others
Educational Institutions	College/ Technical School/ Secondary School/ Primary School Kindergarten/ Madrasha
Health	Hospital/ Clinic (Private, Public etc)
Markets/Hat-Bazaar	Public / Private/ Othes
Industries	Small / Medium/ Large
Organization	GOs and NGOs
Religious Institutes	Mosque/ Temple/ Pagoda
Recreation	Playground/ Open space/ Park/ Cinema hall/ Recreation Center
Natural Resources	Forests/ River /Ponds/ Ditch/ Others
Others	Graveyard/ Burn Yard/ Cremation Ground Bank/ Insurance/ Hotel/ Restaurant

3. Existing situation

Before presenting proposed projects and activities, it is important to share what the existing socio-economic, infrastructural and institutional situation of the Paurashava is like in order to help all concerned understand why the Paurashava proposes certain projects and activities. For that purpose, the following information can be provided by sector:

- What problems the Paurashava faces;
- What activities have been or being conducted or are planned by different actors (the Paurashava, GOB agencies, NGOs, etc.) to tackle those problems;
- What the situation will be like in 5 years' time if no action is taken by the Paurashava;
- What potentials the Paurashava has or what opportunities are available or can be available for the Paurashava to tackle those problems.

The above information is collected following the steps described in "4.3.5. Situation assessment of the Paurashava" and summarized in a table provided as Form E in the section. This table can be presented in this section of the development plan document.

4. Financial capacity

In order to make an implementable development plan, the estimation of available financial resources should be made clear. The projection of income for the development plan period

(five years) considering actual income in the previous years and Paurashava's capacity to increase the income should be presented in this section.

The information on income in the previous years and the amount of revenue surplus and the projection of income in the development plan period can be presented in a table given as Form D.

5. Development vision for the next 5 years

Any organization, public or private, needs to have a mid-term and/or long-term perspective to develop itself and achieve its goals. The vision shows the image of the ideal situation for the people of the Paurashava to be achieved by a certain time in the future, in other words, where it wants to get to after a certain period of time. The vision is described in a statement form and a vision statement serves as a guide for the organization to determine policies and measures to be taken.

A vision statement of the Paurashava, which describes the aspired image of the Paurashava at the end of the five years' period. The vision statement should be provided in this section in order to share with the public where the Paurashava is trying to get to. How to develop a vision statement is described in 4.3.6. of this handbook.

6. Planned projects/activities

This section is the core of the entire development plan document. Information about planned projects such as description, proponent, expected beneficiaries, estimation of the cost, prospective source of fund and reasons for selection should be provided along with priority orders. The information can be presented using Form F.

Annex 3

Sustainable Development Goals

- Goal 1 End poverty in all its forms everywhere
- Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3 Ensure healthy lives and promote well-being for all at all ages
- Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5 Achieve gender equality and empower all women and girls
- Goal 6 Ensure availability and sustainable management of water and sanitation for all
- Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10 Reduce inequality within and among countries
- Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12 Ensure sustainable consumption and production patterns
- Goal 13 Take urgent action to combat climate change and its impacts
- Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

Annex 4

Seventh Five-Year Plan Objectives and Targets

The 7th FYP reflects a continuation of the major goals articulated in the 6th FYP. The core targets set in accordance with the vision and goals of the Perspective Plan under the 7th FYP include:

A. Income and poverty

- Attaining average real GDP growth rate of 7.4% per year over the Plan period
- Reduction in the head-count poverty ratio by 6.2 percentage points
- Reduction in extreme poverty by about 4.0 percentage points
- Creating good jobs for the large pool of under-employed and new labour force entrants by increasing the share of employment in the manufacturing sector from 15 percent to 20 percent

B. Sector Development

- Significant growth of the agriculture, industry and service sectors
- Increase the contribution of the manufacturing sector to 21% of GDP by FY20
- Substantial improvement of exports to \$54.1 billion by FY20
- Achieving a Trade-GDP ratio of 50% by FY20

C. Macroeconomic Development

- Total revenue to be raised from 10.7% of GDP to 16.1% by FY20
- Maintain the current fiscal deficit of 5% of GDP
- Government spending to be increased to 21.1% of GDP by FY20
- FDI to be increased substantially to \$9.6 billion by FY20

D. Urban Development

- Infrastructural investment and civic facilities in peri-urban growth centres especially around Special Economic Zones
- Inclusive housing and other civic services for urban inhabitants including for people living in informal settlements and slums
- Inclusive urban planning based on sustainable land use planning and zoning
- Increased productivity, access to finance, and policy support for urban micro-small and medium enterprises

E. Human Resource Development (Education, Health and Population)

- Achieving 100 percent net enrolment rate for primary and secondary education
- Percentage of cohort reaching grade 5 to be increased to 100 from current 80 percent
- Under 5 mortality rate to be reduced to 37 per 1000 live birth
- Maternal Mortality Ratio to be reduced to 105 per 100,000 live births
- Immunization, measles (percent of children under 12 months) to be increased to 100 percent
- Reduce proportion of underweight children among under-five children to 20 percent
- Births attended by skilled health staff to be increased to 65 percent
- Reduction of Total Fertility Rate to 2.0

- Increasing Contraceptive Prevalence Rate to 75 percent

F. Water and Sanitation

- Safe drinking water for all
- Proportion of urban population with access to sanitary latrines to be increased to 100 percent
- Proportion of rural population with access to sanitary latrines to be raised to 90 percent

G. Energy and Infrastructure

- Installed Generation Capacity of electricity to be increased to 23,000 MW by 2020
- Ensure energy mix for energy security
- Electricity coverage to be increased to 96 percent with uninterrupted supply to industries
- Reduce system loss from 13% to 9%, improve energy efficiency & conservation
- Construction of 6.15 km. long Padma Multipurpose Bridge at Mawa-Janjira
- Construction of about 26 km. long Dhaka Elevated Expressway
- Construction of Dhaka-Chittagong expressway and upgradation of Dhaka-Chittagong highway to 4-6 lane.
- Improve the multimodal transport network with a significant increase in the share of rail and waterways traffic
- Reduce urban traffic congestion with focus on Dhaka and Chittagong cities
- Reduce the incidence of road accidents
- Completion of the following high Priority Mega Projects:
- Padma Bridge, Deep Sea Port Project; MRT-6 project; LNG terminal project; Payra Port Project; Rooppur Nuclear Power Plant Project; Rampal Coal Power Project; Matarbari Coal Power Project

H. Gender equality, income inequality and social protection

- Female to male ratio in tertiary education to be raised from current 70 percent to 100 percent
- The ratio of literate female to male for age group 20-24 to be raised to 100 percent from the current 86 percent
- Encourage female enrolment in technical and vocational education
- Reduce or maintain the current income inequality of 0.45
- Spending on Social Protection as a share of GDP to be increased to 2.3% of GDP

I. Environmental Sustainability

- Increase productive forest coverage to 20 percent
- Improve air quality in Dhaka and other large cities and enact Clean Air Act
- Promote Zero discharge of industrial effluents
- Urban wetlands are restored and protected in line with Wetland Conservation Act
- At least 15% of the wetland in peak dry season is protected as aquatic sanctuary
- 500 meter wide permanent green belt established and protected along the coast
- Land zoning for sustainable land/water use completed

- Environmental, Climate Change and disaster risk reduction considerations are integrated into project design, budgetary allocations and implementation process
- Canals and natural water flows of Dhaka and other major cities restored

J. ICT Development

- Improve tele density to 100%, internet penetration to 100% and broadband coverage to 50%
- All primary schools to have at least 1 and all secondary schools to have at least 3 multimedia classrooms; 30% of primary schools and 100% of all secondary schools to have an ICT laboratory
- 25% Community Health Clinics provide teleconsultation with specialists in urban areas
- All G2P cash transfers and most P2G and B2G payments done digitally
- Most vital government services are made available at all Digital Centres, through the national portal and over mobile devices; 100% of citizens and residents have digital ID that is used in service delivery
- Social media is regularly used for communication with various demand and supply side stakeholders
- Open government data and big data analysis are regularly used in public decision support. Increase domestic ICT earnings to \$2 billion and export earnings to \$2 billion; 1 million trained HR for the ICT industry
- Spending on Research and Development to constitute 1 % of GDP
- Robust cyber security measures are institutionalized