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

Operational Handbook on Paurashava Master Plan Implementation

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Operational Handbook on Paurashava Master Plan Implementation

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Chapter One: Introduction

1.1 Background

Master Plan is a set of overall vision, long, medium and short-term development plans with implementation guideline and development control mechanism for the physical development of a certain area. As per Local Government (Paurashava) Act, 2009 preparation of Maser Plan become mandatory for any Paurashava within five years from its formation to develop planned urban system in Paurashavas. Till now Master Plans have been prepared for 237 Paurashavas and 2 City Corporations.

Unplanned building construction and traffic system, inadequate supply of urban services and deteriorating of livable environment etc. are noticeable in most of the towns like Paurashavas of the country. Urban population is rapidly increased due to the continuation of rapid urbanization trend in Bangladesh, at the same time number and size of towns are also increasing, but accordingly planned urbanization is being interrupted. Meanwhile, it is necessary to arrange preparation of long-term implementable physical development plan like Master Plans and their timely implementation for resurgence of local economy through towns like Paurashavas, poverty reduction, ensuring optimum use of local physical resource, ensuring livable and working environment in towns and uphold country's balance development.

Implementation of any Master Plan means/indicates identification of policies, strategies, development proposals and development controls from any government approved Master Plan and their timely implementation through realization/conceptualization of its all implementation activities.

It has been not possible for Paurashavas alone to implement Master plan, as it is a technical and technology based operational subject. In the earlier (before) initiatives have been taken to formulate Master Plans for Paurashavas through responsible government agencies though most of the Paurashavas could not implement their Master Plan properly. Precondition to implement formulated master plan is that Master Plan should be approved by the Government in time. For the implementation of approved Master Plan, it is equally important that Paurashava should has administrative, institutional, technical and financial capacity. No useful handbook or guideline regarding Paurashava Master Plan implementation has been prepared yet. In this circumstance, this operational handbook will be especially helpful for Paurashavas to implement Master Plan. This Handbook will provide directions on various concerns/subjects regarding Master Plan implementation and will be used as a tool for monitoring and evaluation of Master Plan implementation works.

1.2 Importance of Master Plan Implementation for Paurashava Development

Due to the consequence of unplanned urbanization in last few decades, various problems have been growing in the towns in Bangladesh, on the other hand, arrangement of various type of urban services also become tougher. Master Plan basically has thoughtful & planned use of land and other physical resources and specific proposals of various development activities considering/understanding existing urban management system and future urban/citizen demand as optimum use of existing limited resources could be ensured.

Importance of formulation and implementation of Master Plan could be realized while oversee the existing conditions of unplanned cities and towns in Bangladesh. Some situations are mentioned bellow for examples:

Drainage congestion: Critical situation of drainage system is existing in many Paurashavas due to the consequences of filled up & encroached natural channels, filled up low lands without alternative option for water retention and discharge, minimum number or absence of drains in settlements and so forth. The

result is, water logging, water congestion, damage of properties, interruption of daily life means loss of economy etc. are increasing in these Paurashavas.

Traffic congestion and Jam: Narrow road width, mismatch of road width with its adjacent land use, encroachment of road space, and absence of road network & management, etc. create traffic congestion, jam, non-functional situation at most of towns and cities of Bangladesh.

Increasing vulnerability: Unplanned use of lands, uncontrolled construction and function/use make urban life more vulnerable in respect of man-made disaster; fire hazard, building collapse, cause of natural hazard; water logging, flood, pollution etc.

Above situations are some vital results of unplanned growth only. To prevent such results and ensure other services along with urban services, it is essential to ensure optimum use of land and other physical resources. Moreover, Master Plan formulation and implementation is urgent for Paurashavas to solve important issues like provision of other development activities such as urbanization and industrialization coping with environmental impact.

1.3 Objective and Importance of the Master Plan Implementation (MPI) Operational Handbook

Objective

Major objectives of Master Plan Implementation (MPI) Operational Handbook are to introduce Master Plan to respective Paurashava personnel, orient them about various development proposals mentioned it, provide ways and means to implement it, orient about the stepwise implementation procedures and establishing the controls on development through implementing these activities. However, apart from those broad objectives, following are some specific objectives of the MPI Operational Handbook:

- To provide orientation on Mater Plan to Paurashava's public representatives, officers and staffs,
- To orient about various development proposals mentioned in the Master Plan and their implementation aspects,
- To orient about how to prepare implementation plan for Paurashava authority to implement the Paurashava Master Plan through analyzing the existing situation,
- To orient about development control (Rules-regulations, instructions, process) mentioned in the Master Plan,
- To establish an implementable working environment within the Paurashava administration to perform day-to-day responsibilities to implement long term Master Plan including proper monitoring and evaluation system in place.

It is expected that this operational Handbook will assist widespread stakeholders of the Paurashava who will take part of the Master Plan implementation process, as they can understand, use and implement the Master Plan independently.

Importance of MPI Handbook

This Master Plan Implementation related operational Handbook will act as a ready reference for the Paurashava authorities, by applying that they can establish their control over physical development, provide sustainable infrastructure & services to their citizens and finally make their towns functional, livable and sustainable.

1.4 Basic Structure of the Handbook

According to subject matter this Handbook has been arranged with following five chapters:

Chapter One: Introduction of Paurashava Master Plan: Importance and the goal and objectives of this operational Handbook.

Chapter Two: Orientation of Paurashava Master Plan: Its components, format, formulation and other issues.

Chapter Three: Orientation of technical and other considerable aspects related to Paurashava Master Plan Implementation.

Chapter Four: Introduce with the operational Process/strategies/steps which are essential to be followed for Paurashava Master Plan Implementation activities.

Chapter Five: Introduce with Monitoring and evaluation of Paurashava Master Plan Implementation works.

1.5 Target Group of the Handbook

This Handbook has been prepared for enhancing the capacity of Paurashava's elected representatives (Mayor and Councilors) and the officials of Engineering Department to implement Paurashava Master Plan. Beyond them, interested person will benefit from this Handbook. Mayor, Councilors and officials of the engineering department of Paurashavas' are expected to be able to orient about Paurashava Master Plan and can ensure proper implementation of it within Paurashava area.

Chapter Two: Orientation on Master Plan

2.1 Primary concept of Master Plan

What is Master Plan?

Master Plan is a set of overall vision; long, medium and short-term development plans with implementation of guidelines and development control mechanisms for the physical development of a certain area. Generally, long-term urban development vision is determined in the Master Plan through determining following issues:

- Development goals, policies and strategies for physical development
- Land use arrangement and its management and control,
- Development of traffic system
- Drainage management and environmental protection,
- Specific plan, proposals and recommendations for sector-based development,
- Development control system, etc.

The Publishing Formats of Master Plan

Master Plan generally published by the combination two formats: report and Map. A detailed and sector-based GIS database is there as a supplement of Master Plan. These report, maps and database are the document of Master Plan (published as book) that used as tools in implementation of Master Plan.

(A) Report

Paurashava Master Plan report generally explained detail planning process with necessary information and well organized by Tables, Figures, Maps, Annexures etc. Master Plan report is mainly compiled with three Plans namely Structure Plan, Urban Area Plan and Detail Area Plan. For example: considering the scale and formulation time of the above mentioned plans under Paurashava Master plan prepared by LGED, are published within a single report.

Structure Plan, divided with several chapters, contains goals & objectives of the Master Plan; existing conditions and population projection of such area for what Master Plan is being prepared; review of related policies & laws; conceptual framework and strategies for planned development under structure plan and implementation aspects.

Urban Area Plan comprised with sector-based plans in separate chapters like- Land Use Plan, Transportation and Traffic Management Plan, Drainage & Environmental Management Plan and Plan for Urban Services of such area for that Master Plan is being prepared.

Detail Area Plan mainly contains compilation of detail development proposals after analyzing emergency basis development needs of such area for that Master Plan is being prepared. However, Detail Area Plan is presented as Ward Action Plan for each of Paurashava Ward in the Master Plans prepared for Paurashavas by LGED.

(B) Map

Every Master plan has map having appropriate scale to make the subject matter/plan more understandable and complement. There are five types of maps have been considered for LGED prepared Master Plans. The maps are:

- ⇒ Structure Plan Map,
- ⇒ Land Use Plan Map,

- ⇒ Transportation & Traffic Management Plan Map,
- ⇒ Drainage & Environmental Management Plan Map and
- ⇒ Ward Action Plan Map.

For Upazila level Paurashava Master Plan prepared by LGED, maps are prepared with 1:1,980 scale except Structure Plan. .

(C) Database

Every Master Plan combined with both report and maps, has also a comprehensive database containing wide range of spatial and non-spatial information of that particular town/urban/region. This database will be very useful in future for diversified application such as- during revision of the Master Plan, coordination among the regional development, forecast future development, assesse and evaluate physical changes, identify specific items for regular planning practice, use as base information for town based other initiatives and researched etc.

This database is created by completion of various primary surveys and collected data from secondary sources aiming to prepare Paurashava Master Plan. Primary surveys including topographic survey, physical feature survey and land use survey. These are conducted to identify all possible natural and manmade features of the Paurashava. Moreover, other surveys like- transport survey, drainage survey, socio-economic survey to collect attribute data. Secondary sources are statistical year book, population census, agriculture census, various reports, documents etc.

Spatial and attribute information of features processed and stored on digitized & geo-referenced Mauza maps by using GIS and other appropriate software and made an effective and useful database for Paurashava Master Plans prepared by LGED. After that, spatial data and information regarding plan of the same features like- roads, drains etc. are incorporated to make it comprehensive and complete.

Initiatives that have been taken so far on preparation of Paurashava Master Plan

In the earlier Master Plans were prepared by responsible government agencies for some Paurashavas, but their implementation success found very limited.

Urban Development Directorate (UDD), under the Ministry of Housing & Public Works prepared Master Plans for local towns of Bangladesh and those are:

- Urban Development Directorate (UDD) prepared Master Plans of 50 district towns during 1978-1987 funded by UNDP and UNCHS,
- The UDD prepared Master Plans for 392 Paurashava and Upazila towns during 1983-1991 funded by the GoB,
- The UDD also prepared Master Plans for divisional towns of Sylhet and Barisal in 2009 funded by the GoB.
- Presently UDD is preparing Master Plans for 14 Upazila funded by GoB.

Local Government Engineering Department (LGED) under the guidance of Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives and active cooperation from respective Paurashavas has prepared Master Plans for Paurashavas with GoB funds. Under this initiative, Master plans for 22- district level Paurashavas and 2 City Corporations have been prepared under District Town Infrastructure Development Project (DTIDP), during 2008-2015. Master plans for 214-Upazila level Paurashavas have been prepared under Upazila Towns Infrastructure Development Project (UTIDP), during 2008-2015 and another Master Plan has prepared under 2nd Urban Governance and Infrastructure Improvement Project (UGIIP). These formulated Master Plans for 237 Paurashavas and 2-City Corporations are now under process of the government's approval and gazette notification.

Initiatives that have been taken so far on Implementation Paurashava Master Plan

When a Master Plan is approved, it creates the legal basis for implementation. Though several attempts were taken by the agencies on preparing Paurashava Master plans, but no attempts have seen to implement those plans. Master Plans of Sylhet, Barisal City Corporations and Kuakata Tourism Centre have approved already.

Fundamental reasons of non-implementation of Master Plans at Paurashavas level are as follows:

- Paurashavas and other related government/non-government agencies have not proper ideas about the importance of preparation and implementation of Master Plan,
- Limitations to practice physical infrastructure development by following Master Plan or combined plan,
- Lack of adequate coordination among the agencies related to implement the Master Plan,
- Lack of supportive rules and regulations,
- There are lackings in institutional set up of Paurashavas preparing and implementing Master Plan,
- Lack of willingness, proper knowledge and expertise at Paurashava level.

In the recent years, some positive signs are being observed at the implementation level. Some enthusiastic public representatives and officials at Paurashava level are trying to develop projects and to establish development control in line with prepared Master Plans. Besides, the central level implementing agencies are trying to follow directives of Master Plans during selection of infrastructures under different GOB and foreign aided projects.

2.2 Legal basis on Master Plan Preparation and Implementation

Preparation of Master Plan is a legal mandate for Paurashavas. Various Acts/Rules-Regulations have been introduced in this region for Paurashavas/Municipalities from historical period that provide mandate to Paurashavas to prepare and implement Master Plan. These are:

- The Local Council (Development Plans) Rules, 1960;
- The Municipal Committee (Town Planning) Rules, 1968,
- The Municipal Ordinance, 1977 and
- Local Government (Paurashava) Act, 2009

Serial 32 of second schedule of the Local Government (Paurashava) Act, 2009 provides legal basis to prepare Master Plan.

As per serial 32, A Paurashava shall draw up a Master Plan within five years of its establishment or enactment of this Act. The Master Plan shall be fitted with other existing acts, rules and regulations, and cover along with other the following issues:

- (a) A survey of the Paurashava including its history, statistics, public services and other prescribed particulars;
- (b) Development, expansion, and improvement of any area within the Paurashava; and
- (c) Restrictions, regulations and prohibitions to be imposed with regard to the development of sites, and the erection and re-erection of buildings within the Paurashava boundary.

The Act provides directives regarding some aspects of Master Plan implementation in serial 33 to 37 of 2nd schedule. Among these, serial 33 and 34 are related with land development and serial 35 to 37 are related to building control.

As per serial 33 (1) of the 2nd schedule:

Where a Master Plan has been drawn up under serial 32 and has been approved by the prescribed authority with or without any modifications, no land owner of any area shall develop the site or construct or re-construct a building as the land exceeding the area specified in the Master Plan as so approved, except in conformity with the provisions of Site Development Scheme sanctioned for the area in the prescribed manner.

As per serial 35 (1) of 2nd schedule:

No person can construct or re-construct building or take initiatives to construct or re-construct building until the Paurashava approve both the site and the design of the building.

Other relevant Acts/Rules-Regulations regarding urban development control in Bangladesh are as follows:

- The Building Construction Act 1952
- Building Construction Rules, 1996
- Bangladesh National Building Code 2006
- Fire safety and Protection act, 2003
- Mega City, Divisional Town and District Town's Paurashava areas including country's all the Paurashava areas' playground, open space, park and natural water reservoir Conservation Act, 2000
- Private Housing Project Land Development Rules, 2004
- Town Improvement Act 1953
- Brick Burning (Control) (amendment) Act, 2001
- Bangladesh Environment (amendment) Act, 2000

2.3 Master Plan Formulation Process

Some major tasks preparing Master Plan are: analysis of both physical and non-physical existing situations of the town, estimation of future situation, analysis of legal instruments, ensuring public participation to collect public opinion regarding problem, prospects, demands and suggestions of the citizen, analysis of alternative options, preparation of policy/strategies, formulation of plans, etc.

Overall process commonly followed by every authority preparing Master Plan is presented by following diagram:

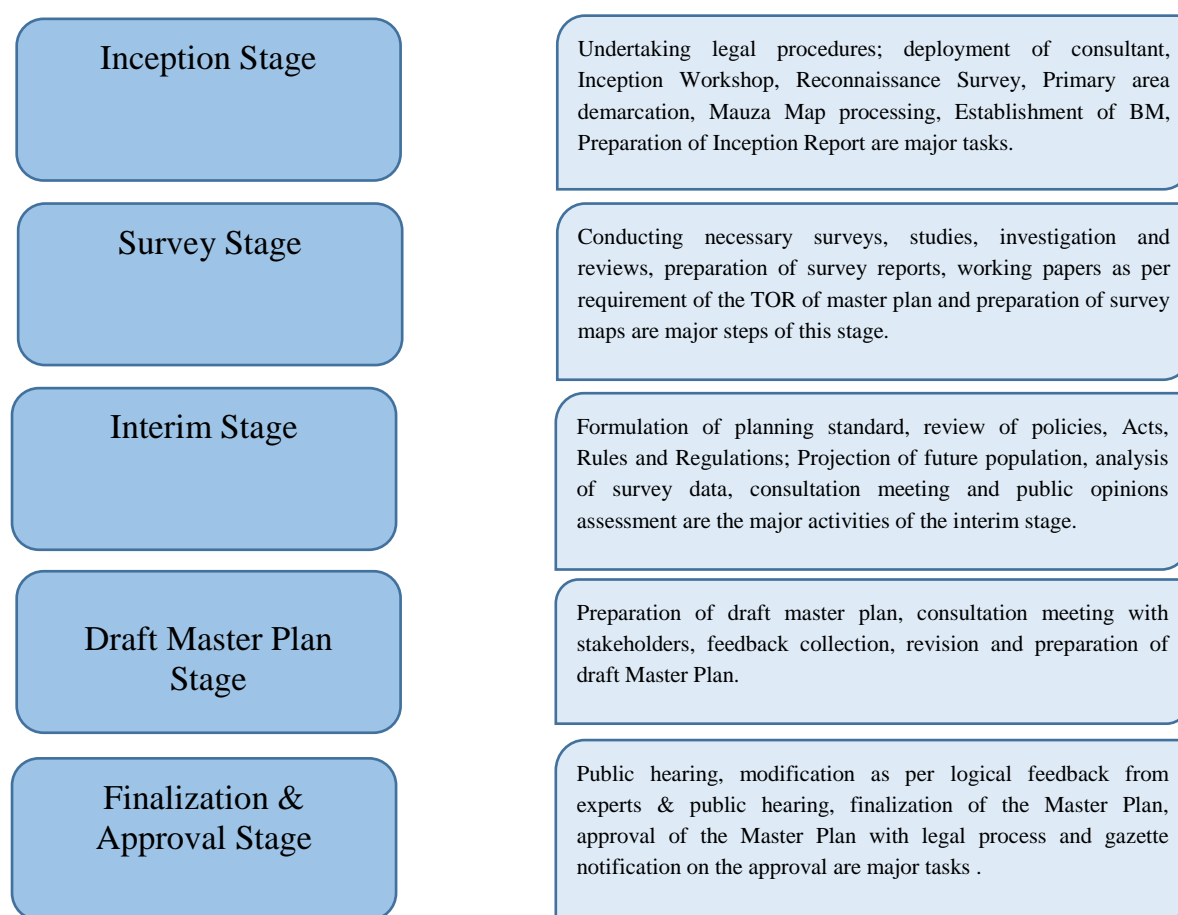


Figure 2-1: Master Plan Formulation Process

2.4 Components of Master Plan

Master plan contains various components for various purposes. Different element may exist in different planning like: Urban Plan, Tourism Area Plan, Coastal Region Plan, etc. generally, three tier Master Plans are prepared and practiced in Bangladesh except special cases, and these tiers are also familiar as Master Plan's component. Primary concept about the Components of Master Plan are presented in the Table 2-1 below:

Table 2-1: Introduction of Master Plan components

Master Plan component	Hierarchical order	Time frame	Nature of the plan	Major aspects
Structure Plan	1 st tier	Long-term, generally 20 years	Policy plan	<ul style="list-style-type: none"> - Consideration of greater area/region to determine development strategies, policies and proposals on the basis of regional and local context. - Taken care of a full analysis of the information, and setting policies & recommendations for the future action to be taken within Master Plan period.
Urban Area Plan	2 nd tier	Mid-term, generally 10 years	Specific sectoral plan	<ul style="list-style-type: none"> - Providing sector wise plan such as: Land Use Plan, Transport Plan, etc. - Provide specific policy/strategies, plans, proposals, control mechanisms and implementation guidelines in this plan.
Detail Area Plan/Ward Action Plan	3 rd tier	Short-term, generally 5 years	Local & detail plan	<ul style="list-style-type: none"> - Details of land use and list of all development proposals, - List of priority development proposals.

Structure Plan

Structure Plan, according to Master Plan's hierarchy treated as 1st tier plan, that identify Master Plan proposed area or future growth area along with set up the overall development policies strategies for that area. It ensures physical skeleton of the town by determining broad magnitude and directions of urban growth including infrastructure development in future growth areas like- directions to develop road and drainage networks, identification of major urban services and determination of policies strategies for land use for overall development. Through these the entire area under Master Plan is divided in to different policy zones by analyzing the present and future land use compatibility. In the case of Upazila level Paurashava Master Plans prepared by LGED, the structure plan area has divided into 7 policy zones, these are: core area, fringe area, new urban area, peripheral area, major circulation, agriculture and water body.

Urban Area Plan

Urban Area Plan (UAP) is the 2nd component of the Master Plan package, and according to the hierarchy, this plan is treated as 2nd tier plan. This plan is actually the illustration of policy strategies set out in the Structure Plan and directly deals the space function relationships of the town by providing sectoral plans. The Urban Area Plan designates plot-to-plot use of land apart from infrastructure development proposals. Thus, it will also serve as a development control mechanism/instrument. Preparing land use plan on a cadastral map and approved by the government and formalized, it gains a formal status and thus becomes a binding for all concerned. Urban Area Plan prepared for Paurashava is comprised of three vital complementary sectoral plans and a supplementary plan, these are: Land Use Plan; Transportation & Traffic Management Plan; Drainage & Environmental Management Plan and 'Plan for Urban Services.

All these plans under the Urban Area Plan are broadly divided into two parts, such as, plan map and explanatory report. Outline of the Urban Area Plan gives guidance to the Paurashava as to how it can develop the roles i.e. to promote development, to co-ordinate development and to control development.

Table 2-2: Introduction of various types of Sectoral Plans under Urban Area Plan

Plan	Concept	Major Component	Use in Implementation
Land Use Plan	Land Use Plan acts as the nucleus of all plans. The land use plan provides a general pattern for the location, distribution and character of the future functions/land uses within the projected growth area of the town on the basis of policy strategies set in the Structure Plan.	<ul style="list-style-type: none"> Existing land use Planning Standard Future requirements & allocation Land use zoning Development proposal Implementation mechanism 	<ul style="list-style-type: none"> Approval of land use clearance for land development and building construction, Approval of site & service development scheme, Identification of infrastructure development proposals and sites, Identification of service development proposals and sites. Development control.
Transportation and Traffic Management Plan (TTMP)	Transportation planning is the process of defining future policies, plans/proposals, investments and designs to prepare for future needs to move people and goods to destinations. Due to the impact of transport network on physical development, this network is termed as the skeleton of any town or city.	<ul style="list-style-type: none"> Existing condition of transport network, modes and facilities, Fixation of Road hierarchy and standard, Road Network Plan, Plan for other transport modes Plan for transport facilities Plan implementation strategies. 	<ul style="list-style-type: none"> Approval of land use clearance for construction of private roads, streets. Identification of transport network (road) development proposals and alignments. Identification of transportation service and facilities development proposals and sites. Capacity to estimate areas for new services and width for new roads. Development control.
Drainage &	Drainage and Environmental Management Plan is the	<ul style="list-style-type: none"> Existing situation of drainage system and 	<ul style="list-style-type: none"> Conservation and maintenance of natural channels

Plan	Concept	Major Component	Use in Implementation
Environmental Management Plan (DEMP)	process of defining future policies strategies, plans/proposals, investments and designs to develop drainage and sustainable environment in respect of existing physical condition of the town. This plan is broadly divided into two parts: Drainage Management Plan and Environmental Management Plan.	<ul style="list-style-type: none"> • Topography • Classification, definition and standard set for urban drains • Drainage Network Plan • Introduction to local geology, meteorology and environmental risk factors • Environmental Management Plan • Plan Implementation Strategies 	<ul style="list-style-type: none"> • Identification of drainage network (drains) development proposals and alignments. • Identification of drainage service development proposals and sites. • Identification of environmental conservation and other service proposals & sites. • Capacity to calculate areas for new services and width for new drains. • Identification of encroachments in natural channels and control.

Detail Area Plan

Detail Area Plan is prepared under the framework of Structure Plan and Urban Area Plan. It was formulated with all priority development proposals which should be implemented on priority basis. Not all proposals of Master Plan are needed to implement at a time because some of proposals will address current crisis and demand, on the other hand, some proposals will fulfill the future demand. As a result, phasing of development is required for Master Plan implementation along with fulfillment of this requirement.

Ward Action Plan has been prepared instead of Detail Area Plan in the Paurashava Master Plan prepared by LGED. Ward Action Plan contains separate plan for every Ward with an introductory description regarding the plan, relation with higher plans such as, Structure and Urban Area Plan.

2.5 Approval of Master Plan

Master Plan approval process depends completely on legal options prescribed in relevant Act/regulations as any Master Plan prepared for any town/city needs to be made as legal mandate for all. Based on the directives from Local Government (Paurashava) Act, 2009 and other relevant act/ordinances regarding approval of Master Plan, following are the sequential processes that the concern authorities are now practicing for the approval of Paurashava Master Plan

- (i) Paurashava's Standing Committee on Urban Planning, Citizens' Service & Development (UPCSD) takes over the Master Plan after completion of its final draft version. The Standing Committee on UPCSD will discuss about it and pursue to the Parishad for approval (See section 64 of Paurashava Act, 2009).
- (ii) The Parishad, as per the opinion and recommendation of the Standing Committee on UPCSD, approves the Master Plan at Paurashava level and start its execution (See section 64 of Paurashava Act, 2009).
- (iii) The Parishad forward the Plan to the Local Government Division of the Ministry of Local Government, Rural Development & Cooperatives (LGRDC) as its line ministry with necessary documents of Public hearing during formulation process, proceedings of the Standing Committee on UPCSD and Parishad's decision for Government's approval and Gazette Notification. Whether conduct public hearing is not mentioned in the Local Government (Paurashava) Act, 2009, but this is a legal directive mentioned in the relevant major acts of Bangladesh such as, Town Improvement Act, 1953; Chittagong Development Authority Ordinance, 1959; Khulna Development Authority Ordinance, 1961 etc.
- (iv) According to the procedure, the Local Government Division send this plan to the Ministry of Law for taking their vetting and after receiving positive opinion, the Local Govt. Division approves the Plan.
- (v) After approval of the Plan, the Division take necessary action for its gazette notification.

2.6 Scope of Revision

Duration of Paurashava Master Plan is set for 20 years considering the volume of Paurashava Development aspects and also to achieve a complete vision for Paurashava. Duration of individual component of the plan package is related to their nature and hierarchical order like: Structure Plan for 20 years, Urban Area Plan for 10 years and Detail Area Plan/Ward Action Plan for 5 years. This will provide scope to amend it subject to the approval of the Government after every five years, while completing the tenure of Ward Action Plan to accommodate changing circumstances and recommendations come from the evaluation of Master Plan execution. To do that successfully, evaluation of Master Plan implementation should take place four-year interval in a regular basis. This timeframe also match with other development plans of both central and local government.

2.7 Direction for Other Development Plans

As per Serial 62 under 2nd Schedule of the Local Government (Paurashava) Act, 2009, Paurashava can prepare specific time oriented development plan to address its immediate problems and prospects especially pollution control, specific development, resource allocation and monitoring etc. Presently this kind of plan is termed as “Paurashava Development Plan” that try to address all possible development sectors of the Paurashava like- Physical, social, economic, environmental etc. Duration of the plan is fixed as five years to match with the duration of one Parishad. This Plan could be termed as short term plan on the basis of duration. Paurashava Development Plan also deals physical development of the Paurashava in some extent. As a result, avoiding duplication or contradiction, this plan should use Master Plan as the basis for selecting proposals of physical development. The Paurashava Master Plan will provide basic guideline to prepare all sorts of short term and/or action oriented development plans. Concerned section of Chapter Four will provide specific guidance as Paurashava can use Master Plan as the basic guiding element in formulating other development plans.

Chapter Three: Implementation Aspect

3.1 Master Plan Implementation

Master Plan implementation is vital for achieving its vision, goal and objectives. Preparation of Master Plan does not create any value without implementation.

Diversified issues/aspects are related to Master Plan implementation. Various issues/aspects necessary to implement the Master Plan are very important to know before going for direct implementation. There are several follow-up points, steps and policies in this regard, which constitute the overall environment for implementing the Master Plan. This chapter focuses on these aspects necessary for implementing Master Plan.

3.2 Necessary Guidance/Issues in Implementing Master Plan

Necessary guidance/issues for successful implementation of Master Plan are discussed below:

3.2.1 Approved Master Plan

For taking development initiatives approved Master Plan must to follow. After completion of Master Plan preparation, approval of the plan by both Paurashava and the Government is must for its proper implementation. In the recent past, the Local Government Division (LGD) is assigned responsibility by the Government of Bangladesh to prepare, approve and implement Master Plan of all local government institutions/bodies except where development authorities are acting.

Immediate action is required to approve all prepared Paurashava Master Plan based on this authority and prepare Master Plan for rest of the Paurashavas/local government areas sequentially for controlling unplanned growth. Current practice of the approval of Paurashava Master Plan has described in the sub-section 2.4 of previous chapter of this handbook.

3.2.2 Three Tier Approach of Master Plan Implementation

Implementation of Structure Plan

For Structure Plan implementation following issues are generally considered:

- Large-scale development for which defined areas are designated in the Structure Plan could directly be implemented.
- Implementation could also be undertaken directly where allowable developments are specified in reference with applicable guidelines, regulations, norms and standards.
- As Structure Plan is going to act an effective implementation document, the required tools and instruments to develop the strategic investment areas designated for urban upgrading and renewal, real estate and other large-scale development should support it. These supported tools which will be adopted with the implementation process are:
 - The Development Plans and Projects from Urban Area plan and Ward Action Plan
 - Relevant Rules, Regulations and Guidelines.

Paurashava will take decisions in accordance with all applicable plans, laws, by-laws, guidelines, norms and standards. In case of arising confrontation/disputes regarding plan proposals/policy-strategies or other relevant matters between Master Plan and other plans/actions/projects of different agencies, the disputes will resolve/negotiate under higher authority based on specialist planning assessment.

Implementation of Urban Area Plan and Detail area Plan/ Ward Action Plan

For Urban Area Plan or Sectoral plans implementation following issues need to be considered:

- Land use plan map is one of the basic development control tool that the Paurashava need to be used for Master Plan implementation process.
- All development proposals regarding utilities, amenities and urban services for which defined areas are designated in the sectoral plan should be identified and well circulated.
- Periodic revision of specific development proposals and projects of sectoral plans are important to keep their implementation demand alive. Otherwise, necessary changes should be made by the Paurashava after completion of methodical re-assessment.

Detail Area Plan/Ward Action Plan is formulated comprising with priority proposals need to be implemented within 5 years' period along with existing local level problems and potentials. Implementation regulations are instruments for the effective guidance of urban development. The Structure Plan and Urban Area plan provide the development framework of any area, on the other hand implementation related rules-regulations assist to implement, regulate and coordinate development activities.

3.2.3 Master Plan Implementation Tools

Legal Frameworks, Institutional Setup, Financing, Coordination are considered as the Master Plan implementation tools for effective plan implementation.

Legal Frameworks

Successful implementation of Master Plan requires legal frameworks to follow. The various components of the legal framework include construction, maintenance and removal of buildings; citizen services and services related to construction of infrastructure in the use of land; regulate to comply planning standards, directions for development activities.

Paurashava is legally responsible to control physical development within its jurisdiction by exercising legal power in the following areas: site & service development activities, building construction and with provision of service facilities.

Following table introduces with important legal instruments and their application in the Master Plan implementation process.

Table 3-1: Legal Instruments and their relevance in Master Plan Implementation

Sl.	Title of the Act/Rule/Regulations	Governing Component	Where & How to Apply
01.	Local Government (Paurashava) Act, 2009	Preparation of Master Plan, Site development schemes, Building construction, Development plans, Street, Water supply and drainage, Waste Management,	While taking development initiatives and their implementation of mentioned issues.
02.	Building Construction Rules, 1996	Building construction,	While providing approval of Building Construction
03.	Bangladesh National Building Code	Building construction,	While assessing building design for approval
04.	Mega City, Divisional Town and District Town's Paurashava areas including	Conservation of play fields, open space, garden and natural water bodies	While enforcing to protect such items that already exist and demarcated in the MP from land

	country's all the Paurashava areas' playground, open space, park and natural water reservoir Conservation Act, 2000		use change and encroachment
05.	Private Residential Land Development Rule, 2004	Site development schemes,	While providing approval of Building Construction and Land Development Scheme
06.	The Acquisition and Requisition of Immovable Property Act, 2017	Road widening and new road development, Land for development Proposal	While acquiring land for developing such proposals
07.	Bangladesh Environment Conservation Act, 1995	Development control of industrial set up, pollution and other adverse activities	While providing approval of industries and controlling pollution activities

Every physical development authority in Bangladesh has a legal section/unit for getting legal assistance to deliver its responsibilities. Paurashava may require legal support from concern experts to apply appropriate development acts/rules/regulations by itself or by other authority. Paurashava, in future, need to incorporate legal section in its institutional set up. Some gross directives regarding building permission, land development and responsibility of Paurashava personnel are exist in the Local Government (Paurashava) Act, 2009.

Some examples of current practices by other authorities in implementing Master Plan:

- ⇒ To maintain space standard and density control, RAJUK, KDA, CDA, RDA introduced Floor Area Ratio (FAR) in their respective BC Rules and apply.
- ⇒ Those development authorities introduced Land Clearance Certificate system first before applying building construction approval for every case.
- ⇒ Building Control: violation of building design, authorities (RAJUK, CDA, KDA, and RDA) take actions as per their laws and by-laws.
- ⇒ Encroachment of water body: concern authorities can take legal steps against any encroachment of water body, natural channel/water course, play field and open spaces demarcated in the Master Plan.

3.2.4 Institutional Set up

Paurashava needs sufficient and capable manpower set up for Master Plan implementation. Institutional set up of each Paurashava comprised of three divisions, these are: Administrative Division, Engineering Division and Health Family Planning and Conservancy Division. To implement Master Plan, experienced and skilled urban planners with appropriate unit/division and legal support is must for the Paurashava. According to the organograms of the Paurashavas (Class 'A', Class 'B', Class 'C'), class 'A' Paurashavas have the provision to employ one urban planner only and there is no provision for other two categories means class 'B' and Class 'C' Paurashavas to employ urban planner.

Possible duties-responsibilities of the Paura Parishad, concern department and standing Committees have been spelt out in the following paragraphs:

❖ *Role and Responsibilities of Engineering Division*

Until Urban Planning Department is established in Paurashava institutional set up, the Engineering Department (ED) will perform key responsibilities in implementing Master Plan. The ED will perform

day-to-day operation as well as to support the Mayor, the Parishad and the Standing committees as and when required. Major specific roles and responsibilities of ED includes the following:

- ⇒ Strictly follow the development policies and programs mentioned in the Master Plan during planning and designing any kind of physical development works under Engineering Department. In this regard specific activities need to follow by the ED are:
 - Approval of the Master Plan and disclose related information to the public;
 - Preparing phase wise project/program list from the Master Plan with implementation;
 - Analyzing (/forecasting) the possible source of funds and preparing departmental budget for time based plan implementation;
 - Preparing detail action based implementation plan schedule;
 - Formulating necessary guidelines/by-laws for regulating development activities to apply the same as tool for controlling haphazard and unplanned development;
 - Providing necessary forms and formats for approval, certificate of clearance of land uses or other developments following the guidelines/by laws strictly; and
- ⇒ Coordinating with other department of Paurashavas (e.g. Administration Department and Health, Family Planning & Conservancy Department) in the process of Master Plan implementation.
- ⇒ Control any kind of physical/infrastructure development undertaken by private/other public organization to align with the development direction of the Master Plan;
- ⇒ Collect and share the necessary information to regulate the development activities of the Paurashava and other public & private organization/individuals within the notified boundary of Master Plan.
- ⇒ Authorizing Urban Planner (Assistant Engineer in case of absence) for ‘A’ and ‘B’ category Paurashavas and the Sub-assistant Engineer (civil) for ‘C’ category Paurashavas as desk officer to deal with all matters related to Master Plan implementation including development control.

❖ *Roles and Responsibilities of Standing Committees*

There are provisions for establishment 10 standing committees under Section 55 (1) and additional standing committees under Section 55 (2) of the Local Government (Paurashava) Act, 2009. All the standing committees have to assist Engineering Department and the Standing Committee on Urban Planning, Citizen Service and Development (UPCSD) in implementing the Master Plan besides their specified responsibilities.

Roles and Responsibilities of the Standing Committee on UPCSD

Roles and Responsibilities that may performed by the standing committee on UPCSD in implementing Master Plan are described below:

- ✓ Advise Paurashava Council to take effective measures for the development controls, and regulate the unnecessary extension of infrastructure of any Paurashava area within the provision of Master Plan.
- ✓ Distribute responsibilities to implement the Master Plan properly;
- ✓ Set implementation vision statement by providing proper information of existing development demand and status of Master Plan implementation.
- ✓ Advise all concerned officials to follow and apply the guidelines to ensure proper application of the Paurashava Master Plan for sustainable development.
- ✓ Prepare appropriate controlling guidelines to follow the Master Plan.

- ✓ Coordinate various development activities and assist all concerned officials in implementing ongoing works. Prepare infrastructure inventory by following Master Plan and assist Paurashava developing infrastructures through using base-map.
- ✓ Monitoring all activities of construction and reconstruction of buildings, particularly on ensuring building code adhering.

❖ ***Roles and responsibilities of Town Level Coordination Committee (TLCC)***

What roles and responsibilities may TLCC can follow in Master Plan implementation process are stated bellow:

- ⇒ Discuss and recommend about the progress of the implementation activities and provide recommendations to get assistance for the citizens for next implementable activities.
- ⇒ Discuss about the importance of development controls for any kind of private development and provide recommendations; and
- ⇒ Discuss about the financial tasks to do for implementation activities and provide necessary suggestions to the Parishad.

❖ ***Roles and Responsibilities of Ward Committee***

The Ward Committees can help residents to understand the future development direction of the Master Plan by following development control mechanism specified in the Master Plan. Following are the relevant roles and responsibilities that Ward Committees may perform in implementing the Master Plan:

- ⇒ Conduct a Ward-level open meeting in their respective Ward to discuss the sector-based development direction and the development controls mechanism, prescribed in the Master Plan, by stating the Paurashava vision;
- ⇒ Hold discussion on upcoming projects for the concerned Ward according to the Master Plan.

❖ ***Roles and Responsibilities of the Paura Parishad***

The Parishad has to make decisions in the monthly or special meetings of the Paurashava on Master Plan implementation related activities. The Parishad has active roles to play to implement the plan accurately. It takes necessary actions to control the un-planned development. The Parishad will mainly aware the citizen about the next development activities and will help to make right decisions to follow the policy and strategies according to the Master Plan.

Specific responsibilities of the Parishad in this regard are:

- ⇒ Make decisions about development control related activities and assign the responsibilities to the concerned department/officer/staffs;
- ⇒ Make decision to take any action to follow the development direction mentioned in Master Plan.

❖ ***Roles and Responsibilities of Councillors***

Ward Councillors must need to know emergence-based proposals for next development vision and detail development activities of his/her ward(s) according to the Master Plan. That is why he/she must have to play strong role in control of any kind of development. The Councilors have several responsibilities as follows:

- ⇒ Announcing the development direction of the concerned ward as the Chairperson of a Ward Committee;
- ⇒ Assist to guide preparing the clearance guidelines and also to follow the development controls;
- ⇒ Assist to prepare vision statement for implementation.

- ⇒ Participate in the TLCC meeting as a member to discuss about the implementation progress;
- ⇒ Participate in the Council meeting to confirm about next activities to follow to implement the Master Plan.

❖ *Roles and Responsibilities of the Mayor*

The Mayor have to know the detail policies and strategies stated in the Master Plan as he/she needs to play the vital role in almost all the steps of Master Plan implementation to achieve the set vision and objectives, in assistance with Engineering and other Departments, relevant Standing Committee, WC and TLCC.

Mayor will look for assistance from members present in the Parishad about successful implementation of the Master Plan and discuss about measures to take or already taken for ensuring development control or to control unplanned development. The following roles are expected from the Mayor:

- ⇒ follow the development direction and the development controls mechanism according to the Master Plan;
- ⇒ Guide Engineering Department to undertake development plan in line with directives prescribed in the Master Plan and also to follow development control mechanism to ensure planned development in line with development vision of Paurashava Master Plan;
- ⇒ Provide assistance to Engineering Department in coordinating activities with other government departments, non-government organizations and individuals as directives specified in the Master Plan;
- ⇒ Attend the ward-level open meetings as a chief guest and explain to the citizens about the development directions, advise them to follow development guidelines and encourage them to assist and cooperate with the Paurashava to ensure planned development;
- ⇒ Communicate sector-based development authorities/partners to get fund for sector based plan implementation; and
- ⇒ Encourage standing committee on UPSCD to hold regular meeting and discuss Master Plan implemented issues including coordinating other relevant standing committees.

3.2.5 Financing to Implement the Master Plan

Paurashava needs to estimate sector base required funds to implement the sequential proposals proposed in the Master Plan. The Paurashava has to assess its existing capacity and estimate future financial strengths. At the same time, to face implementation of long term and of big budget projects, Paurashava will need to identify and apply relevant sector base public/private funding agencies like: development partners (both national and international). Phase wise (maximum 5 years) financial plan need to be addressed to implement the proposed phase wise proposals of the Master Plan.

Finance is required for execution of development proposals like construction of roads, drains, urban services. Besides finance also required for enhancing institutional capacity, such as automation, logistics, deployment of manpower. These are also very essential to cover up all aspects of Master Plan implementation process, that in includes non-structural components, monitoring & evaluation, training etc.

Estimation of future financial strengths by assessing Paurashava's existing financial capacity:

Paurashava may get assistance/support from the establishment and financial related standing committee, support areas are as follows:

- ⇒ Assess existing internal sources and identify the possibility to optimize internal resources like holding tax, market fees, license fees, fees from land registration etc.

- ⇒ Inform the Parishad about funding sources (GoB/Non GoB) for collecting funds for various sector based developments. Determine the quantity of sector-based developments, nature of the financial relation, etc. and forecast source of fund to implement next projects mentioned in the Master Plan.
- ⇒ Identify similar projects for those funds will be available from external sources as well as the projects are also proposed by the Master Plan.

This process will help the Parishad to draw outline of the future expenditures, estimate the amount that could be available for revenue, development budget, maintenances and allocation of funds for Master Plan implementation.

3.2.6 Coordination and Partnership to Implementation the Master Plan

The overall responsibility of preparing and implementing Master Plan is entrusted to Paurashava, but in the implementation process, the cooperation and participation of other organization is required. So, coordination and partnership exercise should have in the Master Plan implementation process. Like its diversified nature of components and tasks, Master Plan implementation necessitates multi-level coordination & partnership with multi-level stakeholders that are as follows:

Internal coordination: There are lots of implementation tasks the Paurashava needs to perform by its internal capacity. External assistance is usually not required for those tasks such as, development approval, service delivery etc. Personnel from different sections and levels of the Paurashava will be engaged to execute those tasks. Considering this, internal coordination among associated sections, personnel, committees are essential.

External Coordination: There are a lot of tasks/projects assigned in the Master Plan, implementation of those will require external assistance from different agencies/authorities/bodies etc. or implemented by themselves. As like internal coordination, external coordination is also required to ensure timely and successfully implementation of those tasks/projects/activities.

Coordination with NGOs/Private Sectors/Other Entities: NGOs/Private sectors are vital stakeholder, those have some important role in many proposals/projects/activities of Master Plan implementation process. For example: NGO/CBO involvement is prescribed in the Master Plan for implementing solid waste management operation. Effective coordination with those entities will be required for successful implementation of Master Plan.

Upper Level Coordination: Paurashavas are currently receive assistance from national level public and other type of agencies in the form of financial aid, technical assistance, logistic support etc. The extent of assistance will be enhanced in near future when national agencies provide support to the Paurashavas for implementing their projects/activities enlisted in the Master Plan. Paurashava needs to set up upper level coordination for managing regular functions with those agencies to ensure successful implementation of Master Plan.

Public-Private Partnership (PPP): Paurashava has legal scope making partnership with public and or other entities for seeking finance to implement projects related to environmental infrastructures of the Paurashava like: water supply, drainage, sewerage, waste management, roads and other commercial infrastructures (Clause 97 of Paurashava Act, 2009). In the near future, Paurashavas need to identify both potential sectors and actors for PPP. To handle projects to be implemented through PPP, different type of coordination will be required.

The approaches and requirements may differ in different level of coordination. Paurashavas need to develop coordination and partnership mechanisms and be oriented with different approaches. Following diagram presents primary concept about functional linkages of coordination and partnerships with various actors and related sector base agencies.

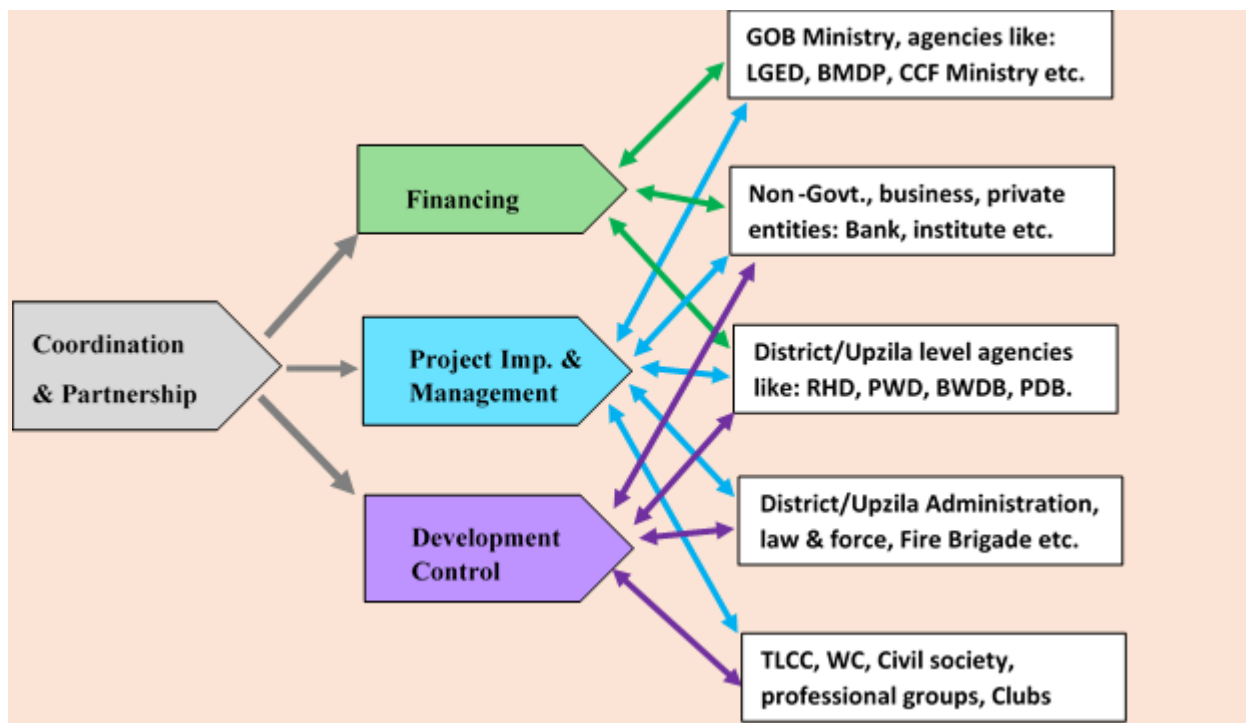


Figure 3-1: Functional linkages of Coordination and Partnership with different sectors & agencies

3.3 Governance

Implementation of Master Plan should be based on good governance. In this case, implementing agency must ensure transparency, accountability, continuity etc. issues. There is necessity to build confidence among all stakeholders of the Paurashava especially citizen of the town about development plan and their implementation process. Apart from the Paura Parishad (Parishad members are directly elected by the citizen of the town), there are several committees ensure peoples' participation in the regular function of the Paurashava directly. Town Level Coordination Committee (TLCC), Ward committee (WC) are the examples. It is necessary to make these committee more effective and functional.

In this case following roles can be played:

- The Citizen should be notified of any planning and implementation activity in their town.
- Working procedure, and requirements from the citizen to get specific services should made clear through citizen charter, including the offices which handles cases and the optimum time required to accomplish the tasks.
- To ensure th transparency, steps should be taken for wide circulation of its plans, proposals/projects along with implementation targets and procedures to the citizen through necessary means like: hanging maps at walls, keeping reports at reachable places, arrange public meetings for demonstration of plans proposals etc.
- All personnel employed for Master Plan implementation should be clearly known about their duties and responsibilities ahead of time. The implementing bodies should adopt appropriate method ensuring their transparency and accountability.
- Decisions should be consistent for all similar cases. If any waiver is given to an applicant on requirements, the waiver should apply to all other similar applicants. Waivers should be circulated so that the public knows about them.
- Paurashava mechanisms should be laid to allow inconvenienced parties to appeal against decision. This procedure builds confidence in the public about the rule of law and increases transparency, consistency and accountability of the implementing body.

3.4 Implementation Target

Opportunities for the implementation of Master Plan are created through focusing on the possibilities by setting a clear vision of implementation and applying all possible opportunities. The Parishad and related personnel have to have clear vision for the urban area and constantly inform to the citizen, as the citizen can get clear idea about that and become interested.

Setting of implementation targets helps Paurashava in many folds; clear understanding about implementation activities & achievement, how to impact on overall Master Plan implementation achievement and inspiring citizens for participating plan implementation activities through advocating continuously about vision & achievement.

3.5 Project Implementation

Implementing Proposed Projects:

Master Plan generally has list of various development proposals and directions to implement those proposals in different implementation phases. These proposals have incorporated in different sector based plans based on their variation and compatibility. It is necessary to identify all these proposals for their implementation. It is very important to have specific implementation framework/target of these phase wise proposed development activities/projects. Through this, peoples' participation and adjustment with the Master Plan determined implementation phases while setting up priority project are ensured.

Paurashava has scope to tie-up with Government agencies to seek financial and technical assistance and implementation of components as project basis (Clause-95). Paurashava has also scope to tie-up with non-government and private organization through Public Private Partnership to implement components and provide services (Clause-97).

Small projects may be planned on yearly basis with budget adjusting specific fiscal year, but large project may require several years. In such cases, year wise breakdown of implementable component and financial allocation should be prepared that will assist next year planning and progress evaluation.

3.6 Supervision, Monitoring and Evaluation of Implementation Activities

Every project or regular activity has specific target objectives that, by the implementation of such project, comply overall objectives set in the Master Plan. Supervision, monitoring and evaluation (SME) are must for successful implementation of Master Plan means plans, proposals, projects, development controls etc. SME procedures should apply to implement the Plan in time aligned with the proposed programs of the Paurashava Master Plan.

The Parishad will provide authority to appropriate committee/team/person to supervise and monitor specific component(s). After completion of such activities, the Parishad again provide authority to different committee/personnel to prepare the evaluation report on implementation status of such component(s) or the overall Master Plan.

A number of monitoring and evaluation initiatives could be undertaken. Main points that need to be considered in monitoring and evaluation are:

- (i) Time schedule
- (ii) Task accomplishment
- (iii) Indicators
- (iv) Resource utilization and management
- (v) Achievement of objectives

3.7 Master Plan Revision

Revision of Master Plan means revise/update the Master Plan for various reasons to adjust with the changing situations and approve again the Plan after completion of revision. Through these, Master Plan can be updated and its usefulness is restored. Some background of Master Plan revision is stated below:

- ⇒ Validity period of existing Plan is expired and not suitable or easy to implement analyzing the present trend of growth of the Paurashava. For example: after completion of the tenure of Ward Action Plan/Detail Area Plan, to accommodate changing circumstances and recommendations come from the evaluation of Master Plan execution, the plan should be revised after every five years.
- ⇒ Due to sudden physical changes (earthquake, landslide, flood, river erosion, etc.) it is difficult or impossible to follow existing Master Plan,
- ⇒ Reserved space for necessary Paurashava functions are depleted and not suitable to follow the Planning direction mentioned in the Master Plan.
- ⇒ Paurashava has introduced with new urban functions, which were not considered before, (such as airports, universities, especial economic zone, cantonment, etc.).
- ⇒ Local economic base of Paurashava has been changed and it requires the changes of institutions and land uses to continue the progress of the economy.

To accommodate rapidly changes of features/structures and land uses, yearly update of Master Plan database is required. Revision of the plan should be discussed with the citizen and adopted by ruling Parishad/Council and later on by the Government through concerned ministry as discussed in sub-section 2.5 of this Handbook.

Chapter Four: Procedure to follow the Implementation of Paurashava Master Plan

4.1 Master Plan Implementation Process

The entire process of Master Plan implementation has been divided in to 3 parts and described, step by step, in the following Figure 4-1.

Part	Steps/Activities	Day (s)	Responsible persons/ Department
Part-1: Administrative Action to Start MP Implementation	1: Announcement and Distribution of Responsibilities	1	Mayor
	2: Actions to prepare the Implementation Schedule for existing Master Plan and Distribution of Responsibilities with Schedule	1	Mayor, ED
Part-2: Preparing Plan for Master Plan Implementation	1: Identification of Policies, Strategies, Development Proposals and Development Controls	3	Mayor, ED
	2: Activities to Display the Policy, Strategy and Development Proposal list and Plan Maps.	1	Mayor, ED
	3: Analyzing Compatibility of all Ongoing/Upcoming Development Projects of Paurashava with Master Plan	3	Mayor, ED
	4: Preparing the Development Proposal List for Implementation.	3	Mayor, ED
	5: Analyzing Possible Source of Fund for Implementation	3	Mayor, ED
	6: Completion of Master Plan Implementation Plan	4	Mayor, ED
Part-3: Activities on Development Controls	1: Land Uses Clearance Approval Process for Individual level Development Proposal	3	Mayor, ED
	2: Process of Authorization for Building Construction/Development Proposal	3	ED
	3: Process of Authorization/Direction for Developing Urban Roads/Streets	3	ED
	4: Process of Authorization/Direction for Developing Urban Drains	3	ED
	5: Process of Authorization/Direction for Developing Urban Services (Utilities/Amenities)	3	ED

Figure 4-1: Flow Diagram of Master Plan Implementation Process

Note: [ED means Engineering Department of Paurashava.]

4.2 (Part-1): Administrative Action to Start Master Plan Implementation

4.2.1 Step-1: Announcement and Distribution of Responsibilities.

Mayor including all members of the Parishad must be informed about Master Plan implementation status like- Master Plan preparation date, detail proposals, plan implemented by previous Parishad, next activities need to be done as priority basis, detailed activities to be completed within the tenure of the existing Parishad, etc. In this case, any one of the following situation may arise:

A. No Master Plan has been formulated yet

Mayor makes an announcement in the 1st or 2nd Parishad meeting to prepare Master Plan as per provision of serial 32 of 2nd schedule of the Local Government (Paurashava) Act, 2009 where it is mentioned that *'A municipality shall draw up a Master Plan for the municipality within five years of its formation or after enactment of Local Government (Paurashava) Act, 2009'*.

B. Master Plan has just prepared; but not been approved.

Mayor takes necessary action to approve the Master Plan in the Parishad meeting, and then to start implementation of activities as prescribed in the Master Plan as early as possible.

C. Master Plan existed and was partly implemented by the previous Parishad

Mayor takes necessary action to analyze status of implementation of the Master Plan by previous Parishad including pending tasks and the next activities to be done by the present Parishad.

The Mayor makes a direction to the ED to inform the Parishad about the Master Plan preparation/implementation status by analyzing the cases stated above.

4.2.2 Step-2: Actions to Prepare the Implementation Schedule for existing Master Plan and Distribution of Responsibilities with Schedule.

Preparation of Master Plan Implementation Schedule

ED may undertake following 3 activities to achieve the target for preparation of Master Plan Implementation Schedule:

Activity-1: Understanding of the Master Plan

To set the schedule for Master Plan Implementation, the desk officer of ED will prepare necessary materials to present the Master Plan in detail to the Parishad with short outline. Examples of the contents of power point presentation may be as follows:

1st slide: Title of the subject

2nd slide: Contents of the presentation

3rd slide: Concept of Master Plan (definition, term, jurisdiction, area, etc.)

4th slide: Importance and components of the Master Plan (reports & maps)

5th slide: Organization of the Master Plan report

6th slide: Summary of Structure Plan

7th slide: Urban Area Plan

8th slide: Ward Action Plan

9th Slide: Master Plan Preparation Process

10th – 14th Slides: Detail Land Use Plan (definition, specific problems, land use development policies, land use zoning, phase wise development proposals etc.)

15th – 18th Slides: Detail Transportation & Traffic Management Plan (transport problems, transport development policies, road network plan along with phase wise development proposals)

19th – 23rd Slides: Detail Drainage & Environmental Management Plan (drainage and environment related specific problems, drainage development policies, drainage network plan along with phase wise development proposals)

24th – 27th Slides: Detail Urban Services Plan (term wise proposals only with utility and urban service development policies mentioning the Problems)

28th – 36th Slides: Ward action plan for 9 wards (All proposals showing the Maps)

37th – 38th Slides: Master Plan Implementation Status

Activity-2: Plan Implementation Vision Statement

Based on the analysis of specific development policies, strategies and development proposals stated in the Master Plan, the ED needs to set the Implementation Vision with target time of its achievement.

For this purpose, desk officer of ED will arrange a meeting to set the implementation vision with the help of the Chairman of UPCSD. Duration to perform this activity will be fixed as 1 day. A sample implementation vision statement is presented below:

Sample Implementation Vision Statement

By implementing land use zoning control within 2031, the Paurashava will ensure optimum use of its land resources, make the town proper functioning through providing scope of constructing roads, drains and other services and become environmentally sustainable & livable.

By implementing major components of Transport and Drainage master plan within 2021, the Paurashava will mitigate regular water logging & occasional flood problems and will ensure proper drainage facilities for all citizens.

Activity-3: Preparation of Schedule for the Detail Activities and Distribution of Responsibilities

Master Plan implementation is mainly the responsibility of the Parishad its approval where and Mayor will play the key role. Mayor will implement the Master Plan with active involvement of ED and other officials of the Paurashava. Standing committee of UPCSD will support the Parishad in this case. Desk officer of ED will play key role with active involvement of other Paurashava officials and active supports from relevant standing committees.

Distribution of Responsibilities

The Mayor makes an announcement to start implementation related activities of Master Plan and issues an instruction to present the ‘implementation status’ and detail schedule to set an ‘Implementation Plan’ of the existing Master Plan within any one of the first three (3) Parishad meetings. ED will start the job to present the implementation status and detail schedule for implementation using the format as given in the Table 4-1 below:

Table 4-1: Sample Format to Prepare Detail Implementation Schedule

Sl.	Activities	Person/Department Responsible	Weeks
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		for Master Plan Implementation	1	2	3	4	5	6	7	8	9
			Date								
1	Part-1 Steps: 1 & 2	Mayor, ED.									
2	Part-2 Steps: 1 & 2	Mayor, ED									
3	Part-2 Steps: 3 & 4	Mayor, ED									
4	Part-2 Step: 5	Mayor, ED									
5	Part-2 Step: 6	Mayor, ED									
6	Part-3 Steps: 1 to 6	Mayor, ED									

4.3 (Part-2): Preparing Plan for Master Plan Implementation

4.3.1 Step-1: Identification of Policies, Strategies, Development Proposals and Development Controls

It is very important to understand policies, strategies, development proposals and development control which are proposed in the Master Plan for their adoption in full scale. Operational Tables 4-2 and 4-3 may help to identify and understand policies, strategies and development proposals set in the Master Plan.

Activity-1: Preparing the list of Policies, Strategies and Development Proposals

Desk officer of ED will take initiatives to fill out the operational Tables (4-2 and 4-3) after studying MP Policies, Strategies, development Proposals and development control mechanism. To fill out each columns of the Table 4-2 ED will need to follow the instructions given below:

Column (A): Policy Area (Respective Plan)

Policies are framed sequentially in different plans of the Master Plan. For example: structure plan, urban area plan means sectoral plans (land use plan, transport and traffic management plan, environmental management), etc. The Desk Officer of ED needs to mention first the 'Policy Area' in the column and then name of the respective plan' within bracket () under which the policy is framed.

Column (B): Implementation Policy

In this column, the Desk Officer mention the policies they found under the policy area as described in column A and conceptualize the causes and consequences of those policies.

Column (C): Intermediate Implementation Policies/Strategies (Respective Plan)

Many policies in the Master Plan have intermediate policies/strategies through which it can be implemented. In this case, desk officer needs to mention here the intermediate policy/strategy first and then the respective plan within bracket () under which the intermediate policy/strategy is framed.

Column (D): Specific Development Proposals

The ED needs to identify relevant development proposals/projects provided under such policy in the sectoral plan (like: LUP, TTMP, etc.) and to mention in column D. Along with identifying the

development proposals/projects, the ED needs to understand policy implementation mechanism through various proposals/projects also.

Column (E): Implementation Phase

After identification of specific development proposals, the Ed needs to identify implementation phase of those development proposals and to mention in column E of Table 4-2.

Table 4-2: Sample Operational Table to list out Policies, Strategies and Development Proposals

Sl.	(A) Policy Area (Respective Plan)	(B) Implementation Policy	(C) Intermediate Implementation Policy/Strategy (Respective Plan)	(D) Identification of Specific Development Proposals	(E) Implementation Phase
1	Land use (Structure Plan)	Optimization of the urban land resources:	Consolidation of Core Area: Priority given to provide infrastructure and services (in Structure Plan)	Infrastructure and Services like: road, drain etc. set in the sectoral plans (Improvement of College Rd (SR-3), New construction of Secondary drain (SD-2) etc.)	1 st Phase (2011-2016)
			Ensure effective use of land resources	Building control as per zoning restrictions	Continuous process
2	Social amenities (Structure Plan)	Identification and development of sites for public community facilities	Creation of land use zone as community facilities (Land Use Plan)	Development of Eidgah, Graveyard, Community Centre, Mosque/Temple etc. at identified sites (Development of Ward Centre-Councilor office, Community Centre, other uses)	(depending on the specific proposal)
3	Housing and Slum Improvement (Structure Plan)	Provision of necessary services & facilities to promote housing in public and private sector	Creation of Urban Residential Zone under Land Use Plan	Site development for Private housing, Low income housing development	2 nd phase (2017-2021 & 3 rd Phase (2022-2026)
4	Area for conservation (Structure Plan)	Identification and protection of ecologically sensitive areas.	Creation of land use as water bodies, urban open space, rural settlements etc.	Specific list with area demarcation prepared in the Land Use Plan. (Park, Play Ground and Water bodies preservation)	(different phases depending on the specific project)
5	Environmental Management	Solid Waste Management to be focused on resource recovery and employment generation	Introduction of Integrated Solid Waste Management System (ISWM)	i) Development of dumping ground ii) development of waste transfer stations	i) 1 st phase ii) 1 st and 2 nd phase

Sl.	(A) Policy Area (Respective Plan)	(B) Implementation Policy	(C) Intermediate Implementation Policy/Strategy (Respective Plan)	(D) Identification of Specific Development Proposals	(E) Implementation Phase
6	-	-	-	-	-
7	-	-	-	-	-

Activity-2: Preparing the list of Considerable Activities to Implement

After preparing the Table 4-2 the desk officer of ED takes initiative to prepare the Table 4-3 to extract all considerable activities need for the implementation of development proposals. To fill out Table 4-3 the ED will need to follow the following instructions;

Column (A): Specific Development Proposals

Specific development proposals are proposed in different sectoral plans and identified in column D of Table 4-2. Desk officer may copy this column directly from the Column (D) of the Table 4-2.

Column (B): Considerable Activities to Implement

For successful implementation of specific development proposals, various activities need to be considered and performed accordingly. Among those, some activities need to perform earlier than actual start of the implementation tasks that could be termed as pre-activities. The ED needs to mention these types of pre-activities in this column.

Column (C): Possible Implementation Phase

The ED needs to mention the phase/year to start possible scopes of pre-activities in the column (C) after analyzing implementation phases proposed in the Master Plan for specific development proposals.

Table 4-3: Sample Operational Table to list out Considerable Activities to Implement

Sl.	Development Sector	(A) Specific Development Proposals	(B) Considerable Activities to Implement	(C) Possible Implementation Year
1	Road and Communication	Infrastructure and Services like: road, drain etc. set in the sectoral plans. Like: i) Improvement of College Road (Secondary Road-3), ii) construction of new Secondary Drain (SD-2).	<ul style="list-style-type: none"> i) Prepare priority based development activity list, ii) Specify each individual proposal's components and fix considerable activities to implement. iii) Assessment of potential sources for funding and identify fund collection activities iv) Preparation of the process of authorization/direction of road development 	2018-2019
2	Development Control	Building Control as per zoning restrictions	<ul style="list-style-type: none"> i) Sort out permitted and conditionally permitted land uses, ii) Make available of those lists as public can easily reach iii) Amend resolution as those are mandatory criteria for land use clearance and building permission 	It's a continuous process, need to be implemented in all phases.

Sl.	Development Sector	(A) Specific Development Proposals	(B) Considerable Activities to Implement	(C) Possible Implementation Year
3	Social	Development of Eidgah, Graveyard, Community Centre, Mosque/Temple at specified locations. For example-development of Ward Centre-Councilor office, Community Centre & other uses	i) Specify individual plan/project commitment: ii) Identify site and its present ownership and land use status iii) Assess potential sources for funding	2018-2020
4	Housing	Site development for Private/non-government housing, housing for low income people, for example- 1) Site & service scheme for private housing 2) Low income housing development Project	i) Assess land use plan, residential areas and identify potential areas for site & service scheme ii) Identify area demarcated for low income housing development Project iii) Identify implementation guideline from land use plan iv) Conduct a pre-feasibility to assess situation, estimate primarily about the project v) Identify independent road & drain proposals that could be enhance the project site and reduce project cost. vi) Identify potential sources for fund	2017-2021
5	Recreation	- Prepare specific list along with identify areas demarcated in the Land Use Plan. (Park, Play Ground and Water bodies conservation) For example- 1) Development of Neighborhood Park, 2) conservation of Water Bodies	i) Identify proposed sites, their existing status and identify water bodies. ii) Identify potential public lands in the Paurashava area as alternative way. iii) Demarcate the areas physically and circular about these wisely iv) Conduct pre-feasibility to identify major physical works and their estimation like; land development, infrastructure etc.	-----
6.	Environment	1) Development of Waste Dumping Ground 2) Development of solid waste transfer stations	Same as development of neighborhood park	2017-2019 2017-2022

4.3.2 Step-2: Activities to Display the Policy, Strategy and Development Proposal list and Plan Maps

After preparing the operational Table 4-2 and 4-3, the Mayor will announce to take necessary actions to present the policies, strategies, specific development proposals lists and plan maps. Desk officer of ED with the help of Standing Committee on UPCSD will take necessary actions to display the lists of policies, strategies and development proposals and plan maps, so that the citizen of Paurashava may get information regarding all policies, strategies and development proposals of Master Plan. After that, Mayor will make an order to prepare the Implementation Plan which will contain detail activities for the Parishad with implementation schedule and proper direction to implement the Master Plan.

4.3.3 Step-3: Analyzing Compatibility of all Ongoing/Upcoming Development Projects of Paurashava with Master Plan

The Parishad needs to know about all existing and potential physical development proposals/projects to check their compatibility (violation/matching) status with the Master Plan. All existing and upcoming development activities need to be cross checked with the list of development proposals/projects mentioned in the operational Table 4-3. ED can use sample operational Table 4-4 to find out compatibility (violation/matching) status after checking those projects.

The operational Table 4-4 will be prepared by keeping information (from Column A to J) from two sources: i) Paurashava's ongoing/upcoming projects and ii) Projects proposed in the Master Plan.

Desk Officer, as per the requirement, collects information of ongoing and upcoming development projects from relevant agencies like- Upazila Parishad, Zila Parishad and other offices and fulfill respective rows of the Table 4-4. After completion of Column A to J of table 4-4, desk officer will fill out column K by mentioning the compatibility (violation/matching) status.

Table 4-4: Sample Operational Table to check Compatibility (Violation/Matching) Status of Ongoing & Upcoming Development Projects with MP.

Sl	Data Source	Sector	Project Identity (Name, ID, etc. if exist)	Project Status	Project Location (Ward....)	Project Description (Length, width, area etc.) Meter	Total Budget (in Lac TK)	Funding Agency	Possible Implementation duration/ year	MP Compatibility Status*
A	B	C	D	E	F	G	H	I	J	K
1	Project docs.	Road	College Road, ID no	On going	Ward-7, 8	L: 1000 Width: 7	84.00	LGED	6 months; July'18 to Dec'18)	This proposal is compatible partially. Deficiency found in Length and width.
	Master Plan	Road	Rd N: College Road, Rd. Class: Secondary ID: SR-3	up coming	Ward- 2, 3, Paura Bazaar	L.: 1500 W: 7 Proposed W: 12	Not available	LGED, BMDF	1 st Phase means within 2011-2015	
2	Project docs.	Drain	Major drain construction	up coming	Ward - 3, 4 & 5	L: 500 W: 0.5	55.00	BMDF	6 months (July' 18 to December' 18)	----The proposal found almost compatible, slight deficiency found in drain width and length ----
	Master Plan	----Drain	Drain ID: SD-02, Class: Secondary	up coming	Ward – 5, 6	L: 300 W: 0.80	Not available	LGED, BMDF	1 st Phase means within 2011-2015	
3	Project docs.	----	----	----	----	----	----	----	----	----
	Master Plan	----	----	----	----	----	----	----	----	----

*Note: to describe the compatible status in the column K, mention non compatible indicators and their share of matching status)

4.3.4 Step-4: Preparing the Development Proposals' List for Implementation

Desk officer of ED needs to prepare implementable proposal list through analyzing information of proposals mentioned in the operational Table 4-2 and 4.3 along with their background policy, strategies, objectives, implementation phase and other particulars. The Desk Officer can use following operational Table 4-5 to prepare this list. To prepare the Table 4-5, the list should be segregated based on expected requirements like; sectoral plan, plan duration, urban issues/sectors, etc. If necessary, the ED can add necessary column in this table to incorporate information they feel necessary for better understanding and use.

Table 4-5: Sample table to list out Proposals for Implementation

Sl.	Sector	Development Proposal	Catchment Area	Policies to consider	Duration (from to)	Pre-activities to do	Implementer Department/ agency	Remarks
1	Road	Improvement of College Road (SR-3)	Ward 2, 3 & 4	i) Consolidation of core area ii) Comprehensive Road network will be developed with Road Hierarchy	2018 - 2019	i) Specify individual proposal's component: ii) Assessment of potential sources for funding and identify fund collection activities iii) Preparation of the process of authorization of road development	Paurashava	There is possibility to manage fund from an urban project from LGED in the next fiscal year.
2	Drain	Construction of secondary drain (SD-2)	Ward 3, 4 & 5	i) Consolidation of core area ii) Comprehensive Drain network will be developed with Drain Hierarchy	2018-2019	i) Specify individual proposal's component: ii) Assessment of potential sources for funding and identify fund collection activities iii) Preparation of the process of authorization of road development	Paurashava	There is possibility to manage fund from an urban project from BMDF in the next fiscal year.
3	Urban Service	Development of Ward Centre	Ward-03	i) Identification and development of sites for public community facilities	2018-2020	i) Specify individual proposal's component: ii) Assessment of potential sources for funding and identify fund collection activities iii) Preparation of the process of authorization of Ward Centre	Paurashava	
4.	Open Space & Recreation	Development of Neighborhood Park		i) Identification and development of sites for social amenities		i) proposal's component: ii) Assessment of potential sources for funding and identify fund collection activities iii) Identification of these sites through physical inspection and take arrangement for wide circulation iv) Feasibility assessment to determine costing of these large scale	Paurashava	

						physical works like-land development, infrastructure development etc.		
5	Utility	Development of Waste Dumping Ground	Whole Paurashava	i) Solid Waste Management to be focused on resource recovery and employment generation	2017-2019	Same pre-activities as like neighborhood development	Paurashava	

4.3.5 Step-5: Analyzing Possible Source of Fund for Implementation

In this stage, it will need to analyze possible source of fund for the implementation of proposals enlisted in the previous step. The ED needs to analyze and forecast funding scopes from relevant development agencies (regional, national or international), different ministries and possible extent and range of funding from such sources to consider time base implementation of the Master Plan. The ED also analyses Paurashava's existing financial conditions. Paurashava officials (Secretary, Accounts Officer etc.) and Standing Committee on UPCSD can assist ED to complete activities of this step. The Mayor will guide ED and provide available information regarding scope and availability of Paurashava's future fund. ED can use following sample Table 4-6 to analyze possible source of fund.

Table 4-6: Sample Table Analyse Possible source of Fund for Proposal Implementation

Proposal's Title	Sector	Proposal's Brief	Total Project Amount (Lac Tk.)	Funding Agency	Yearly Allocation				
					2018/19	2019/20	2020/21	2021/22	2022/23
College Road (SR-03) Improvement	Road	1.56 km road improvement (widening from 22 ft to 40 ft & carpeting)	86.00	IUIDP, LGED				86	
Secondary Drain (SD-02) construction	Drain	300 meter drain RCC drain construction	55.00	B MDF					55
Ward Centre Development	Urban Service	Area: 0.38 acre, location: Central part of ward 03, beside TR-17 road	140.00	Own, LGED, LGD			20	40	50
Community Park Development	Open Space		--						
Waste Dumping Ground Dev.	Utility	Construction of access road and develop the site; Area: 7.86 acre,	60.00	LGED, Own			10	30	20

The ED should prepare detail schedule of activities to confirm timely collection of the fund from respective agencies, or identify alternative sources to implement specific proposals of the Master Plan.

4.3.6 Step-6: Master Plan Implementation Plan Completion

The ED needs to confirm sector base proposals, estimate tentative cost of such proposals and confirm fund collection activities for the completion of Master Plan implementation plan. Following 4 actions will be undertaken by ED to complete above activities and complete Master Plan implementation plan.

Activity-1: Confirm the list of sector base Development Proposals

The ED prepares final list of sector base development proposals for current phase of Master Plan. The list covers project cost, duration, period of implementation, source of fund, possible fund collection methods and outline of the pre-works required for implementation.

The ED, at first, needs to check prioritization of the proposals. To prepare the priority list, the ED needs to review policy instructions of Master Plan by considering following issues:

- ⇒ Priority should be given to the proposals; those have wider coverage of implementation benefit in terms of geographical area and population.
- ⇒ Need to consider the tenure of the present Parishad as implementation time period to implement the development proposals.
- ⇒ Need to enlist long-term development proposals (more than 10 years) also which may have started in the previous Parishad and will continue up to next Parishad. In this case, the ED can emphasize on such portion to be implemented in the current phase only with mention of previous effort as well as future target of those particular proposals.
- ⇒ Priority should also be given to those proposals that ensure commitment of funding and creates scope for new funding from respective sources.
- ⇒ Priority should also be given to the Projects for which, relevant GOB agencies have prepared and approved projects already.
- ⇒ Priority should be provided to the implementation possibilities considering present situation of the Paurashava.

Activity-2: Estimate Tentative Cost of the Priority Proposals

After prioritizing the proposal list, the ED estimates tentative cost of every proposal of that list and fulfill respective column of the sample operational Table 4-7. The team can discuss with other Paurashava officials they think appropriate to prepare this cost estimation.

Table 4-7: Sample table to Estimate Tentative Cost of the selected Proposals

Sl No	Proposal Name	Proposal's Details	Duration	Estimated Project Cost (Lac Taka)	Possible Sources of Fund	Implementing Agency	Remarks
1	2	3	4	5	6	7	
1	Improvement of College Road (SR-3)	Improve existing college road as secondary road, Length: 1560 m, Width from 22 ft to 40 ft & carpeting.	6 months	86	LGED	Paurashava	Process of authorization for this road improvement need to be developed immediately
2	Construction of Drain (SD-2)	Construction of a new drain (SD-2). Length: 200 m, width: 0.80 m	6 months	55	B MDF	Paurashava	Process of authorization for this drain construction need to be developed immediately

3	Development of Ward Centre	Development of Ward Centre for ward 03, Area: 0.38 acre, land development & construction of 3 storied building	3 years	140	Own, LGD, LGED, other	Paurashava	--
4	Development of Com. Park	--	--	--	-- --	--	--
5	Development of Waste Dumping Ground (WSG)	Construction of access road and develop site for WDG; Area 7.86 acre, Road length: 400 m	3 years	60 lakhs	LGED, PS own	Paurashava	--

Activity-3: Confirm the Fund Collection Activities

This activities need to start by following a schedule for timely fund collection. The ED prepares a schedule containing detail fund management activities for the tenure of present Parishad to run MP implementation plan through analyzing operational Table 4-6 and 4-7. The ED can use following sample operational Table 4-8 to complete the schedule of fund collection activities.

Table 4-8: Sample Operational Table to Prepare Schedule of Fund Collection Activities

Sl No.	Name of Proposal	Project Cost, duration & Period	Source of Fund and Detail Activities to manage/collect funds in time	Schedule of activities to perform to collect the fund in time														
				(FY) 2018/19			(FY) 2019/20			(FY) 2020/21			(FY) 2021/22			(FY) 2022/23		
				1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1	College Road Improvement (SR-3)	- 86 Lakh; - 6 months; - July-Dec' 2017	LGED i) Confirmation of LGED project through letter/MOU/other, ii) Identification and fulfill pre-condition of the project funding, i.e; status report, updated estimation etc. iii) Regular communication															
2	Drain Construction (SD-2)	- 55 Lakh, 6 months, - Jan-July' 2018	B MDF i) Confirmation of B MDF project through letter/MOU/other, ii) Identification and fulfill pre-condition of the project funding, i.e; status report, updated estimation etc. iii) Regular communication															
3	Ward Centre Development	140 Lakh, 3 Years, Jan 2019 to July 2021	Multi Source like: Own, LGD, LGED, B MDF; Activities like previous one															

4	Waste Dumping Ground Development	60 Lakh, 3 Years Jan 2019 to July 2021	to LGED and PS Own fund; Activities like previous one																
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Engineering Department can receive direction from Mayor and assistance from related Standing Committee for ensuring the activities.

Activity-4: Prepare and Finalize Master Plan Implementation Plan

The ED, at this stage, prepares and finalizes Master Plan Implementation Plan, based on all previous activities and steps mentioned under part 2 of the MP Implementation Process. To do that, ED can use sample operational Table 4-9 given below. To fill out respective columns of that table, the ED needs information of possible implementation year(s) of the pre-selected development proposals, considering availability of funds and other issues, source of funds and name of implementing agencies. ED collects this information from sample table 4-7 and 4-8 and fill out respective columns of sample table 4-9 to complete the Implementation Plan.

Table 4-9: Sample Operational Table to Prepare Master Plan Implementation Plan

Pr. ID	Name of Proposal	Priority Serial	Proposal's Description (Length, width, area etc.)	Description of Benefit	Total Estimated Cost (lac Taka) and Sources of Fund	Implementation Plan (Year)					
						Y-1	Y-2	Y-3	Y-4	Y-5	Y-6
1	2	3	4	5	6	7	8	9	10	11	12
1.	Improvement of College Rd. (SR-3)	01.	Length: 1560 meter; Present width: 6 m, Proposed width: 12 m & footpath construction.	Enhance accessibility and ease congestion of the imp. Road,	86.00/-, LGED						
2.	Drain Construction (SD-2)	02	Length: 200 m, width: 0.80 m	Drain out storm & waste water of 3 wards, Water logging in rainy season to be reduced	55.00/-, BMDF						
3.	Development of Ward Centre	05	Area: 0.38 acre, land development & construction of 3 storied building	Construction of Councilor office, bazaar and other facilities for ward-03	140.00/- Multiple organization						
4.	Development of Com. Park	04	--	--	--						
5.	Development of Waste Dumping Ground (WSG)	03	Area 7.86 acre, Road length: 400 m	Solid waste from whole Paurashava to be collected and dumped, environmental condition to be developed along with pollution control	60.00/- Own fund & LGED						

After completion of the Implementation Plan, it is suggested that the ED prepares a format for preparation of monthly schedule. It will help to execute and monitor implementation tasks.

After completion of all above activities, this Implementation Plan will need to be presented to the Parishad and endorsed by the Parishad meeting.

4.4 (Part-3) : Activities on Development Controls

Control of future development activities is must to develop the Paurashava align with the development direction mentioned in the Master Plan. Paurashava needs to authorize future development proposals regarding land uses, street development, building construction, utility service facilities, drainage development, etc. For this, the authority needs to verify every development proposal (either public or private) to be proposed in the jurisdiction of Master Plan area with policies, plan and proposals set in the Master Plan. Following sub-sections discuss about the process and provide directives; by following that responsible personnel/section/department of Paurashava can implement Master Plan through establishing development control.

4.4.1 Step-1: Land Use Clearance Approval Process for Individual Development Proposal

The Desk Officer of ED prepares the land use clearance approval process for individual development proposal incorporating detail process and responsibilities for all relevant personnel of Paurashava associated with this process. The assigned official needs to follow the approval/clearance process to check and approve/reject proposed activities for Land Use Clearance (LUC). After completion of the process, ED presents these documents to the Parishad and takes their approval.

ED needs to undertake following 4 activities to complete the land use clearance process.

Activity-1: Understanding Land Use Zoning, Different Zones set in the Master Plan and their permitted functions/uses

Zoning is a classification of land uses that limits what activities can or cannot take place on a parcel of land by establishing a range of development options. Total Paurashava area is segregated in different land use zones under the Land Use Plan where the plan provides definition and criterion of each land use zones. Master Plan usually provides land use zone-based list of activities to be allowed, conditionally allowed or restricted for that particular land use zone in its annex.

The ED and other personnel who will be the part of land use clearance process, need to understand the concept and implication of land use zoning and be oriented with land use zones set in the Master Plan with specific functions/uses permitted or conditionally permitted for each land use zone. The ED must be oriented with land use zones and permitted/conditionally permitted function list and keep a copy of the list for ready reference while performing LUC activities.

Activity-2: Identifying Land related relevant Policies, Strategies and Development Proposals set in the Master Plan

The ED, through assessing the Master Plan, identifies land related future development issues (policies, strategies, and development proposals). Development issues will cover three distinctive items, and these are:

- Right of way of proposed road and drain network
- Infrastructure and other facility service related development proposals
- Land use demarcated for restriction/protection

Activity-3: Preparing Items required for the Verification Process of Land Use Clearance (LUC)

The ED prepares items required for the verification of any proposed development proposal with the Master Plan whether it violates it or not. In this stage, the ED prepares following items:

- A. a checklist containing information/document list. The applicant will submit documents along with the application as per this check list.
- B. an instruction paper depicting application procedure for getting land clearance certificate. The ED also proposes fees for land clearance certificate that need to be finalized and approved by the Parishad.
- C. a standard application form for using land use clearance approval purpose. The application form should be articulated with information necessary to assess the application.

A sample checklist and forms, attached as annex in this handbook that the ED can follow for this purpose.

A. Sample Checklist:

1. Certified copy of the ownership deed of the proposed site.
2. Certified copies of updated paid receipt of land tax and holding tax of the proposed site,
3. Certified copy of Mutation/Khatian/Parcha of the proposed site.
4. A zonal map covering surrounding area of up to at list 200 diameters from the proposed site, the map should cover actual development of the area including buildings, roads, water bodies, etc. The Map need to be prepared by certified Surveyor/Civil Engineer/Urban Planner.
5. Ammonia print copy of the site Plan on Mauza Map with original signature. The Map can be prepared by certified Surveyor/Urban Planner.
6. Detail land survey report mentioning size of the site with proper information of the survey firm. The report can be prepared by either Urban Planners, or Civil Engineer or Diploma Engineer having at least 3 years experiences or a certified Surveyor.
7. Opinion from local councilor regarding person identification, land ownership & dispute.
8. Original copy of the fee deposit receipt.

B. Sample Forms to be used for LUC

The ED may use following sample forms during the verification process:

1. Sample Form-1: Application form for land use clearance
2. Sample Format-2: Sample format of field visit report
3. Sample Format-3: Sample format for Approval of Land Use Clearance
4. Sample Format-5: Sample format for Land Use Clearance Rejection Letter

After completion of all above documents, the ED needs to present these documents along with application form to the Mayor for placing in the Parishad meeting for approval.

Sample form/formats prepared for using land use clearance process are presented as annex in the last part of this handbook.

Activity-4: Detail Working Procedures of the Land Use Clearance (LUC) Approval

The ED prepares detail working procedures for LUC considering existing institutional set up and other strength of respective Paurashava. Steps, responsibilities in every steps and responsible persons should be mentioned clearly in that procedure. Procedures will be started from the application submission with proper documents (as mentioned in the checklist). Application need to be marked by the Mayor to the head of ED (Mayor-->XEN/TP--> concern desk officer).

A detail procedure is described here as a sample which can be modified and adopted by respective Paurashava.

1. The actual procedure of land use clearance starts from the concerned desk officer of ED through receiving the application marked by the Mayor. Desk Officer can be either Urban Planner (UP) or in absence of UP, the Assistant Engineer or Sub Assistant Engineer (for C Class Paurashavas). After receiving application, the desk officer verifies both the application and attached documents whether those are filled out properly and submitted as per checklist or not.

2. The Desk officer takes necessary action to verify authenticity of the land ownership and the information of zonal map, survey map & site map submitted with the application. Desk officer with the assistance of PS Surveyor verifies ownership documents (deed, mutation paper/ khatian/ Porcha and updated land tax).
3. The Desk officer verifies land use of the proposed site with the Land Use Plan of the approved Master Plan to identify whether the proposed activities are matched or not with the activities prescribed under the Land Use Plan.
4. The Desk officer verifies the road width of the proposed site with Road Network Development Plan to identify necessary width the applicant will left for future road development. To do the above activities the Desk officer can use relevant tables produced in the steps under part-2 along with Master Plan maps and GIS database.
5. The Desk officer also verifies the proposed site with Master Plan's proposals whether the site overlaps with any development proposal or not.
6. The concerned desk officer will assign Surveyor to conduct physical verification of the application. As per the direction, PS Surveyor will conduct a field visit to verify the ownership and present situation of the proposed site (size & orientation of the site, road, drain, other features, etc.). After completion of the field visit, the Surveyor will submit a field visit report as per sample form provided above.
7. After verifying all these issues, the concerned desk officer prepares summary description of the above findings and provide a file note with summary findings and recommendations whether the application would be approved, conditionally approved or rejected and send to departmental head of ED. If the desk officer himself is the in charge of the head of ED or the post is vacant, in that case desk officer will send the file to Mayor directly.
8. After getting approval of the Mayor, the concerned desk officer prepares letter either for land use clearance approval with condition or rejection the application with mentioning reasons. Sample copy of approval and rejection letter are given in annexures that Paurashava can be used for this purpose.
9. After every one-month interval, the desk officer prepares summary report on LUC activities like; how much application received, number of application already approved, rejected and under process, etc. and place it to the Mayor and the Standing Committee on UPCSD for regular monitoring and supervision purpose.

4.4.2 Step-2: Process of Providing No-objection for Building Construction/Development Proposal

Engineering Department may be undertaken following 2 activities to complete the No-objection providing process.

Activity-1. Preparing Items required for No-objection Providing Process

All technical specifications need to be checked during the time of building approval process. At this level, verifiable items for providing no-objection certificate are as follows:

- ⇒ compatibility of proposed building use (land use) with the land use plan of the Master Plan,
- ⇒ compatibility of proposed width of the front road with Road Network Plan,
- ⇒ traffic generation of the proposed building, its possible impact on the access/front road and solution, and
- ⇒ drainage system of the proposed building.

Considering these aspects, the ED prepares following items required for the no-objection providing process.

- A. Checklist of documents needed for verification of Master Plan compatibility aspects;
 - ⇒ Area demarcation documents (location, site map, building plan)

- ⇒ Land Use Clearance/approval (LUC) of the proposed building
 - ⇒ Estimated traffic generation, parking, entry & exit plan (except residential building, dropping zone should also be included in the plan)
 - ⇒ Drainage system plan of the proposed building with mentioning final outfall
- B. Procedures to check land use compatibility and road space
 - C. Procedures to verify traffic circulation compatibility and drainage
 - D. No objection/objection format (verification result) from Planning Section/Master Plan implementation desk

Activity-2. Detail Working Procedure of providing No-objection for Building Construction/Development Proposal

In this stage, the ED prepares detail working procedures for providing no-objection for building construction/development proposal particularly from the Master Plan implementation point of view considering existing institutional set up and other strength of respective Paurashava. A detail procedure is mentioned here as sample basis that could be modified and adopted by each Paurashava.

1. The process of providing no-objection for building construction/development application starts from the application submission with proper documents (as mentioned in the checklist). Application need to be marked by the Mayor to relevant section (Mayor-->XEN/AE > concern desk officer).
2. The actual procedure starts from the desk of concern desk officer (AE/UP/SAE). The desk officer assesses first the submitted LUC to identify its appropriateness and compatibility of proposed building use with both the LUC and the list of permitted & conditionally permitted uses prescribed in the Land Use Plan. The desk officer reviews all necessary documents submitted in the LUC stages and identify relevant information required for this stage. If proposed building use founds similar with LUC and compatible with particular land use then, the concern officer will proceed for the next step, otherwise due to the reason of mismatch, she/he provides file note mentioning the findings in the prescribed format, and as per protocol, send to higher authority for further action means to send the rejection letter to the applicant.
3. The Desk Officer (DO) reviews the design and relevant documents to assess accessibility of the plot, means information of the road that connects the plot, its existence, width and route. The DO, based on Road Network Plan, find out proposed road width of that particular road and calculate how much width need to be left during the site development. The DO then identify whether proposed road widening proposal of the submitted design is compatible or not with the Road Network Plan.
4. The DO verifies estimated traffics to be generated from the proposed building and opposite and their management plan; parking, entry and exit whether the plan is compatible with the reality as well as the Road Network/Transport and Traffic Management Plan. To verify that the DO considers class of the proposed road (primary, secondary, etc.), existing and proposed width and the real possibility for maximum extension, location of the site and whether any particular directions for such location in the Traffic & Transportation Management Plan and Building Construction Rule, 1996.
5. The DO verifies drainage plan and final outfall of the proposed building whether the plan is compatible with the reality as well as the Drainage Network Plan or not.
6. After verifying all these issues, the concern DO prepares a summary description of the above findings and provide a file note with the summary finding and recommendations (with approval/rejection letter) and send to the departmental head/higher authority for further action.
7. For both the cases (either matched or mismatched with the Master Plan), the Departmental head/ higher authority of ED can follow same process described in the detail working procedure of Land Use Clearance.

4.4.3 Step-3: Process of Guideline/Direction for Urban Roads/Streets Development and Approval for Private Road Development

According to Master Plan implementation point of view, before developing any urban road, following items need to be verified : i) Hierarchical class, alignment and ROW of the proposed road, ii) Land Uses of adjacent areas of the road, iii) possible important nodes, iv) Volume of traffic to be run on the road and their type, v) volume of pedestrians may use the roads and their safely, etc.

The process of guideline/authorization for the development of all roads needs to address above issues.

After completion of the sample Tables 4-1 to 4-9 proposed under chapter four of this handbook, the ED, followed by those tables, prepares a detail road development list as ED can receive specific guideline/directions for developing any specific road. The list may include detail description of the proposed road; policy, strategy and preconditions; implementation plan; particular strategy for eviction and roles & responsibilities of the personnel to be engaged for execution.

In this case, following process can be followed:

- ⇒ The ED identifies proposed road alignment through assessing TTMP Map, its proposed class and width from the respective tables prepared under Part 2.
- ⇒ The ED assesses TTMP to identify road development strategies, techniques, measures and recommendations what so ever found. After identification, the ED assesses the recommendations and select ones appropriate with the proposed road.
- ⇒ The ED prepares following plans: i) eviction plan (if required) in consultation with the Mayor and the Parishad, ii) if required, land acquisition plan (Mauza schedule of proposed land, application to Deputy Commissioner and other necessary process), and iii) execution/implementation plan of road development. The ED also assigns responsibilities of the concerned personnel to execute the plans.
- ⇒ After completion of the above tasks, the ED prepares a precise guideline/direction/authorization process that everyone, to be involved in the proposed road development activities, can follow in pre, during and post implementation phases.
- ⇒ To provide approval for private road development, the ED will complete all the tasks mentioned above to assess whether the proposed road is compatible with the Road Network Development Plan of Master Plan or not and then prepare a detail guideline for the development of proposed road followed by the Master Plan and this guideline will be attached with the approval letter. In case of providing approval or reject the application for private road development, the ED, later on, follow the same process described in the detail working procedure of Land Use Clearance.

Following information Table 4-10 can be used as sample in private road development approval process:

Table 4-10: Information Description Table for Road Approval

Road Alignment		Road Length (m)	Ro W	Pavement Type (Bituminous/ RCC/ WBM/ HBB/ Earthen)	Footpath			Drainage system/ Description of Drain		Street Light			Plantation
From	To				Width	CC/ RC C /BC	Height from pavement	Type	CC/ RCC/ Katcha	Type	Pole distance	One side/ Both Side	One side/ Both Side

Following sample Table 4-11 can be used to assess compatibility of the proposed road with Master Plan implementation.

Table 4-11: Compatibility Assessment of the Proposed Road with Paurashava's Overall Development

Subject	Observation (Yes/No)	Remarks
Proposed road will create obstacle in the existing development plan/Master Plan		
Proposed road will create obstacle in the development plan prepared by other development authorities (PWD/LGED/Upazila, etc.)		
The proposed road will be higher than the highest flood level**		
Is there any scope to construct future urban services at underground or upper ground or not?		
Any major objection found from local dwellers or any development authority or not.		

** If the road height cannot be possible to construct above on height flood level, in that case, it has to be mentioned in the remark column whether any acceptable solution exist in the design or not.

4.4.4 Step-4: Process of Guideline/Direction for Developing Urban Drains and Approval for Private Drain Development

From Master Plan implementation point of view, the development of urban drains needs to verify following items:

i) hierarchical class and alignment of the proposed drain, ii) drainage connectivity means origin of the drain and destination outfall iii) natural slope iv) Existence of road (Whether existing/ proposed road has same alignment or not) v) ROW of the proposed road, vi) Possible catchments of the proposed drain and their land uses, vii) Proposed width and its compatibility.

After completion of the sample Tables 4-1 to 4-9 proposed under chapter four of this handbook, the ED, followed by those tables, prepares a detail drain development list as ED can receive specific guideline/directions for developing any specific drain. The list may include detail description of the proposed drain; policy, strategy and preconditions; implementation plan; particular strategy for eviction and roles & responsibilities of the personnel to be engaged for execution.

After finalization of drain development list, the ED takes initiative to prepare guideline/direction for any specific drain development and approval process for private drain development. At this stage, to identify and select drains, analyze their implementation strategies/recommendations and to prepare implementation plan necessary to process the authorization, the ED can follow the detail working procedures described under the preparation of road development guideline (Step 3, Part 3) as those are very similar.

Following information table 4-12 can be used as sample in private road development approval process:

Table 4-12: Information Description Table for Drain Approval

Drain Alignment		Drain Length	ID of adjacent Road	Description of the Proposed Drain					
				Width & Depth	Covered / Open	Construction Materials (CC/RCC/ BC/Katcha)	Distance from Road's Centre Line	Inner Condition	Outer/ Out side Condition
From	To							Brick wall/Plaster/ earthen floor	Brick wall/Plaster/ earthen floor

Following sample table 4-13 can be used to assess compatibility of the proposed drain with Master Plan means overall development.

Table 4-13: Compatibility Assessment of the Proposed Drain with Paurashava's Overall Development

Indicator/Characteristics	Observation (Yes/No)	Remarks
---------------------------	----------------------	---------

Whether the drain exist in the Drainage Network Plan of Master Plan/ proposed plan by other development authorities (PWD/LGED/Upazila etc.) or not.		
Whether the drain is compatible with height flood level or Is it economically feasible to make the drain compatible with height flood level?		
Excess land from both side of the drain will be needed for widening of the drain. In that case, whether the land owners submit the ownership of their respective land to the Paurashava without any compensation or not?		
Is there any scope to construct future urban services at underground or upper ground or not?		
Any major objection found from local dwellers or any development authority or not.		

** If the road height cannot be possible to construct above on height flood level, in that case, it has to be mentioned in the remark column whether any acceptable solution exist in the design or not.

4.4.5 Step-5: Process of Direction/Authorization for Developing Urban Services

Paura Authority is responsible to provide urban services like; water supply, waste management, street lighting, cremation places, parks, play grounds, etc. Master Plan, in its different plans, has allocated spaces for developing infrastructures for various urban services and provides policy recommendations for its operation and maintenance.

The items need to verify in this context are: i) type of services, ii) type of infrastructure under such service, iii) land allocation proposal, iv) location selection criterion (if any), v) policy recommendations for implementation, v) accessibility proposal for the proposed site, vi) other recommendations from Master Plan.

The ED can use following sample table 4-14 to prepare checklist addressing Master Plan implementation related aspects. It is suggested to prepare separate direction/authorization process for each urban service component considering their type and variation of other aspects. The table could be used as common framework for processing each authorization as content, form and most of the items are common.

Table 4-14: Checklist for Urban Service Development

Sl.	Item Need to be considered	Results
A	Type of Proposed Utility/Urban Service Item	
A.1	Type of Service	Urban Service
A.2	Category of Service	Waste Management
A.3	Name of the Proposal	Development of Dumping Ground
A.4	Nature of the proposal	Infrastructure
B	Status of the Proposed Service	
B.1	Existing Status of the Service	No dumping ground is exist in the Paurashava.
B.2	Proposed Location with Mauza Schedule	North-east corner of the Paurashava, under ward no. 9. Mouza Name: Kalampur, Sheet No: 01, Plot No: 254, 255, 256 (p), 257 (P)
B.3	Proposed Area	6 acre
B.4	Status of proposed land and other feature	The proposed land is under agriculture use having private ownership, land acquisition is required. No service road exist, service road need to include in the proposal.
C	Other Aspects	

Sl.	Item Need to be considered	Results
C.1	Possible next activities for Implementation	i) Land acquisition, ii) detail survey of the area to determine latest situation, iii) plan and design of the dumping ground, iv) fund collection, v) decision from the Parishad
C.2	Proposed Design Considerations (Area boundary, fencing, lighting, services need to be incorporated etc.)	i) Fencing of the dumping ground incorporated, ii) installation of lighting arrangement of the area in the plan and design, iii) service road having 40ft width require,
C.3	Source of Funding (Proposed/Fixed)	No proposal in the MP, possibility from ADP
C.4	Area selection criteria	Area for proposed dumping ground is fixed in the Master Plan
C.5	Proposed policies need to consider	Insert here policy/strategies prescribed in SP and DEMP
C.6	Relevant Regulations may apply for both development and control	Insert relevant regulations prescribed in DEMP

After finalization and approval of urban services development checklist, the ED takes the initiative to prepare authorization process for particular urban service development. To identify and select particular urban service, analyze their implementation strategies/recommendations and to prepare implementation plan necessary to process the authorization the ED can follow the detail working procedures described under the preparation of road development guideline (Step 3, Part 3) as those are very.

Chapter Five: Monitoring and Evaluation of Master Plan Implementation

5.1 Introduction

Monitoring is a systematic process for measuring the progress of the implementation, quality control, identification of obstacles and reviewing the way to achieve its intended goal of a plan of action.

On the other hand, Evaluation is actually an assessment that measures whether the objectives of any work/particular purpose have been achieved on the basis of some evidence/indicator. Range of advantage or disadvantage of any completed task can be identified through evaluation that, in the later stage, help any organization to take right decision.

Without proper implementation of Master Plan does not create any value rather than just a paper-based document. So, regular monitoring have to be ensured for Master Plan Implementation and necessary measures have to be taken based on proper evaluation.

5.2 Objectives

Objectives of Master Plan Implementation monitoring and evaluation are:

- to ensure proper implementation of Master Plan,
- to identify implementation problems that lead to take necessary actions for solving the problems,
- to ensure that the implementation activities of Master Plan are in right track.

5.3 Issues to be considered for Master Plan Implementation Monitoring and Evaluation

Implementation works are divided in to two tasks as we found in Chapter 4 such as:

- a) Regular tasks: Land use clearance, clearance for building approval etc. are regular implementation tasks that require pre-defined regular activities; and
- b) Irregular tasks: Implementation of projects are irregular in respect of each individual project.

Nature and time frame of regular and irregular activities are different. These variations also reflect in the monitoring and evaluation activities.

The Mayor and Parishad should keep in mind during deliberation of monitoring & evaluation assignment among their officials and standing committee that the same person/official or same standing committee should not be involved in both implementation and monitoring & evaluation activities for the same item.

5.4 Master Plan Implementation Monitoring Activities

5.4.1 Master Plan Implementation Monitoring Framework

The Parishad is primarily responsible to monitor Master Plan implementation activities. The monitoring activities need to cover both regular and occasional/project-based components described in the previous chapters. The standing committee on UPCSD, with support from ED, prepares monitoring tools like-checklist, implementation schedule etc. and monitoring procedures. After developing monitoring tools and procedures the Chairman of standing committee on UPCSD will inform to the Mayor, present those items to the Parishad and take approval before operationalizing the monitoring process.

It is recommended in this handbook that,

The ED will assist the standing committee on UPCSD to prepare & present monitoring and evaluation report in the Parishad Meeting. The Parishad will decide about the frequency of monitoring report preparation, presentation and making corrective decisions. The monitoring report may also be presented and discussed in the TLCC meeting for ensuring wider participation and recommendations.

It is necessary to discuss in the last/current meeting to follow up the progress of decisions and corrective measures in the previous meeting regarding monitoring of Master Plan Implementation. After completion of every fiscal year, a complete progress report containing regular and irregular activities should be prepared and presented.

Supervision, monitoring and evaluation of Master Plan implementation will be a continuous process. Public hearing conducted by Paurashava need to be incorporated in the implementation process and people become interested to participate and advice if news of this hearing can be circulated properly. In this case, proper processes have to be followed for all meetings, hearings and declarations.

5.5 Monitoring Tools

Some monitoring tools are described below for Master Plan implementation purposes:

- (a) Quarterly Progress Report (QPR); (b) Periodical Inspection (PI); (c) Regular Meeting; (e)Yearly Progress Report (YPR); (f) Yearly Meeting; (g) Parishad Meeting

The ED prepares quarterly and yearly progress report and submit to Standing Committee on UPCSD and the Parishad. ED produces and follows standard formats to prepare the monthly progress report. A Sample format for quarterly progress report (Table 5-1 to 5-3) and another sample format for yearly progress report (Table 5-4 to 5-8) are presented under sub-section 5.6.1 and 5.6.2 respectively of this chapter, that Paurashava can use with or without necessary modification.

- The format should cover all possible Master Plan implementation activities performed during the reporting period.
- The standing committee on UPCSD holds a yearly basis meeting to evaluate yearly basis overall Master Plan implementation activities and prepares observations/recommendations for Parishad meeting.
- The yearly meeting can arrange within 2nd month after completion of a year to ensure receiving of yearly progress report from ED.

5.6 Master Plan Implementation Evaluation

Evaluation is a process that critically examines an organization, program, project or any other intervention to make judgment about such activities to improve its effectiveness, to help in decision making or to ascertain the degree of achievement or value in regard to the aim and objectives. It involves collecting and analyzing information about activities, characteristics, and outcomes of the organization or program/project or other intervention. In this regard, for successful implementation of Master Plan, continuous monitoring and periodical evaluation is essential.

5.6.1 Evaluation Report

It is important to conduct Master Plan implementation evaluation at least once in a year. Evaluation time should be fixed by the Parishad in its general meeting considering following issues; i) completion of fiscal year, ii) completion of activity calendar, iii) availability of personnel etc.

Master Plan evaluation report should be comprised with some essential items like;

- (1) Introduction,
- (2) Evaluation Findings (supported by evidence),
- (3) Lesson learned,
- (4) Recommendation and
- (5) Annexures

Information should only be included in the report if it significantly affects the analysis and serves to clarify issues. A sample evaluation report is presented in the sub-section 5.6.3 of this chapter, that Paurashava can use with or without necessary modification.

5.7 Sample table/Format of Progress and Evaluation Report

5.7.1 Sample Quarterly Progress Report (MPR)

A. Report Particulars

Reporting Period : (ex: July to September, 2017)

Report prepared by : ex: Assistant Engineer

Report preparation Unit/Section Name: (ex: Engineering Division) Report Preparation Date : ex: 15 October, 2017

B. Irregular/Target based MPI Activities

Irregular or target based MP implementation activities will be sector based like: road, drain etc. Different table should be used for all sectors. Sample tables for road sector are presented here as an example that Paurashava can use with or without necessary modification.

Table 5-1: Irregular/Target based Road Development Implementation under MPI activity

Sl.	Road ID	Name of Scheme	Implementation Period as per TOR		Extension Period	Progress* (%)	Brief about Incomplete Part	Remarks
			Start	End				
1	College Road No.-3	College Road Renovation	Dec 2017	Jan 2018	May 2018	50%	Preparation of Direction/approval, land acquisition and earth filling at shoulder are completed. Road widening is pending	

2	Main Road, PS-1	Sadar Road (No.-1); widening and footpath construction	July 2017	Dec 2017	--	65%	Drain and footpath renovation works beside road have not done.	
-	-	-	-	-	-	-	-	-

* Reasons for not having progress can be mentioned in the Remark column

C. Regular MPI Activities

Table 5-2: Performance of the Regular based MP Implementation

Sl.	Implementation Activity	Land Use Clearance Approval process for Individual Development Proposal				Process of providing No-objection for Building Construction/Development Proposal				Remarks
		M-1 (Jul)	M-2 (Aug)	M-3 (Sep)	Total	M-1 (Jul)	M-2 (Aug)	M-3 (Sep)	Total	
01	Application received									
02	Approval Provided									
03	Application Under Process									
04	Application rejected									
05	Application conditionally rejected									
06	Approval of application received in previous period									
07	Application re-submitted and approved									
08	Application re-submitted and not approved									

Table 5-3: Reasons of the non-performance of regular based MPI Activities

Sl.	Grounds of Reasons	Land Use Clearance Approval process for Individual Development Proposal	Process of providing No-objection for Building Construction/ Development Proposal
01.	Major reasons of applications' rejection	1. 2..	1. 2.
02.	Major reasons of applications' conditionally rejection		
03.	Major reasons for delaying approval process (if found in good volume)		
04.	Other findings/drawbacks/ experience (if any)		

Signature, Date & Seal

5.7.2 Sample Yearly Progress Report (YPR)

A. Report Particulars

Reporting Period : (ex: July 2017 to June 2018)

Report preparation Unit/Section Name: (ex: Engineering Division)

Report prepared by: ex: Assistant Engineer

Report Preparation Date : ex: 20 July, 2017

B. Irregular/Target based MPI Activities

Table 5-4: Irregular/Target based MPI activity performance

Sl.	Sector	Target Status	Completion Status	Ongoing as per schedule	Ongoing as per non-completion	Achievement (%)
-----	--------	---------------	-------------------	-------------------------	-------------------------------	-----------------

		No. of Project	No. of Act.*	No. of Project	No. of Act.	No. of Project	No. of Act.	No. of Project	No. of Act.	Project	Act.
01.	Initial activities to draw Master Plan Implementation Plan	1	8	1	8	0	0	0	0	100	100
02.	Road	3	15	2	12	1	3	0	0	100	100
03.	Drain	2	8	1	6			1	2	50	75
04.	Open Space: Community Service	1	6	1	4	1	1	1	1	50	83
05.	Utility (Sanitation & Solid Waste Management)	2	12	1	8	1	2	1	2	50	
	Total	9	49	6	38	3	6	3	5	66.7	89.8

*Act. = Activities

Table 5-5: Particulars of the non-completion Projects as per MPI Schedule during this Reporting Year

Sl.	Sector	Name of the Project	Name of activities fail to completed	Reasons for Non-completion	Remarks
01.	Drainage > Drain	01. Development of PD-02	1. 2.		
02.	Open Space: Community Service	01. One Community Park Development	1.		
03.	Utility (Sanitation & Solid Waste Management)	02. Development of Waste Dumping Ground (WSG)	1. Land purchase not competed	Two land owner not agreed yet	

C. Regular MPI Activities**Table 5-6: Performance Trend of Regular based MPI Activities**

Sl.	Implementation Activity	Land Use Clearance Approval process for Individual Development Proposal					Process of providing No-objection for Building Construction/ Development Proposal					Remarks
		Q-1	Q-2	Q-3	Q-4	Total	Q-1	Q-2	Q-3	Q-4	Total	
01	Application received											
02	Approval Provided											
03	Application Under Process											
04	Application rejected											
05	Application conditionally rejected											
06	Approval of application received in previous period											
07	Application re-submitted and approved											
08	Application re-submitted and not approved											

Note: Q-1= Quarter-1 means January to March, Q-2= Quarter-2 means April to June , Q-3=Quarter-3 means July to September and Q-4= Quarter-4 means October to December

Table 5-7: Reasons of the Non-performance of regular based MPI Activities

Sl.	Reasons	Land Use Clearance Approval process for Individual Development Proposal	Process of providing No-objection for Building Construction/ Development Proposal
1	2	3	4

01.	Major reasons of applications' rejection	1. 2..	1. 2.
02.	Major reasons of applications' conditionally rejection		
03.	Major reasons for delaying approval process (if found in good volume)		
04.	Other findings/drawbacks/ experience (if any)		
05.	Remarks		

Table 5-8: Master Plan Implementation Experiences

Sl.	Type of Activities	Problems faced during implementation of MPI activities	Recommendations to overcome the Identified problems
01.	Implementation of irregular/Target based MPI activities		
02.	Implementation of regular based MPI activities		

Signature, Date & Seal

5.7.3 Sample Yearly Evaluation Report Format

A. Introduction

Introduction comprises of following topics in brief: i) Description of the Paurashava, its formation, township, population, geographical location and importance, ii) Introduction also covers brief introduction of Master Plan means its year of formation, adaptation, aim, objectives, etc. iii) brief about the evaluation: commissioning process and period of evaluation, MP implementation activities covered, evaluation team etc. and finally iv) purpose of the evaluation and acknowledgement

B. Evaluation Findings

B.1 Evaluation of Irregular/Project based MPI Activities

Table 5-9: Performance of the Irregular/Project based MPI activities during evaluation period

Sl.	Sector	Target Status		Completion Status		Ongoing as per schedule		Achievement (%)	
		No. of Project	No. of Activities	No. of Project	No. of Activities	No. of Project	No. of Activities	Project	Activities
01.	Initial activities to draw Master Plan Implementation Plan	1	8	1	8	0	0	100	100
02.	Road	3	15	2	12	1	3	100	100
03.	Drain	2	8	1	6			50	75
04.	Open Space: Community Service	1	6	1	4	1	1	50	83
05.	Utility (Sanitation & Solid Waste Management)	2	12	1	8	1	2	50	
	Total	9	49	6	38	3	6	66.7	89.8

B.2 Evaluation of Regular MPI Activities

Table 5-10: Performance Evaluation of the Regular based MPI Activities

Sl.	Implementation Activity	Land Use Clearance Approval process for Individual Development Proposal	Process of providing No-objection for Building Construction/ Development	Remarks
-----	-------------------------	---	--	---------

							Proposal					
		Q-1	Q-2	Q-3	Q-4	Total	Q-1	Q-2	Q-3	Q-4	Total	
01	Application received											
02	Approval Provided											
03	Application Under Process											
04	Application rejected											
05	Application conditionally rejected											
06	Approval of application received in previous period											
07	Application re-submitted and approved											
08	Application re-submitted and not approved											

Note: Q-1= Quarter-1 means January to March, Q-2= Quarter-2 means April to June , Q-3=Quarter-3 means July to September and Q-4= Quarter-4 means October to December

Table 5-11: Key Reasons of the non-performance of various stages of regular based MPI Activities

Sl.	Area of Challenges	Land Use Clearance Approval process for Individual Development Proposal	Process of providing No-objection for Building Construction/ Development Proposal
01.	Major reasons of applications' rejection	1. 2..	1. 2.
02.	Major reasons of applications' conditionally rejection		
03.	Major reasons for delaying approval process (if found in good volume)		
04.	Other findings/drawbacks/ experience (if any)		
05.	Remarks		

C. Lesson Learned

C.1 Major Experiences

(Here major experiences so far the PS personnel engaged in the Master Plan implementation activities during the evaluation period should be noted. Some major areas are mentioned below that help PS personnel articulated their experiences.

Intra Cooperation, Inter Cooperation with other institutions, Cooperation from people, participation, responsibility share among team members, etc.)

Table 5-12: Major Challenges performing MPI Activities and their overcome initiatives

Sl.	Areas/Sector	Specific Challenges	Overcome Initiatives taken	Results
01.	Occasional/Project Implementation			
02.	Regular activities Implementation			
03.	Intra Cooperation			
04.	Inter Cooperation with other Institutions			
05.	Cooperation for people			
06.	Other (pls. specify)			

C.2 Lesson Learned

(Here, Personnel engaged in Master Plan implementation activities articulate lessons they learned during the evaluation period here with reasons why the lessons are important, where they can apply and how the lessons can improve their implementation works in future.

Sample format for articulating lesson learned

The Lesson:

Importance of the Lesson:

Lesson application area:

How the lesson can improve Master Plan implementation works

D. Recommendations

(In this section, the evaluation team recommends measures, the PS need to initiate to minimize problems/challenges faced in previous years and to enhance Master Plan implementation activities.)

E. Annexures

(The Annexure should include at least following items: Terms of Reference of the evaluation, evaluation tools, desk review list, list of persons contacted during the evaluation, list of Master Plan component visited, analysis table if exist.)

Annexure 1: Application for Land Use Clearance

<div style="border: 1px solid black; border-radius: 15px; padding: 10px; width: 100px; margin: 0 auto;"> Photo of the applicants </div>	Form 'A'
Application Form for Land Use Clearance	
Sl No: <input style="width: 40px; height: 20px; border: 1px solid black;" type="text"/>	Receipt No: <input style="width: 40px; height: 20px; border: 1px solid black;" type="text"/>
(Will fill up by the Authority)	(Will fill up by the Authority)
To Mayor, Paurashava ----- District	
01. Description of the Applicant	
For persons:	
a. Name : Address : NID No.:	
b. Name : Address : NID No.:	
For Institutions:	
a. Name & Designation : Applicant's NID No. : Organization's Name & Address: Trade License/Registration No.(if Applicable):	
02. Location and area of the Proposed site:	
(a) Ward no. :	
(b) Area/Para/Maholla Name :	
(c) JL No. :	
(d) Mouza name :	
(e) Mouza Sheet no. :	
(f) Khatian no. (C.S./R.S./B.S.) :	
(g) CS/RS/BS Plot/Dag no. :	
(h) Size of the Plot with length :	
(i) Road/Street Name :	
(j) Description of plot's existing structure:	
03. Information regarding land ownership	
(a) Ownership description of the plot: Individual/Joint	
(b) Source of ownership and date: Purchase/inherent/Heba/Donation/Lease/Other	
(c) Date of registration & Deed No.	
04. Existing use of the plot	
05. Boundary line of the Plot	
(Khatian no., Dag/Plot no. land owner's name and present use of the land of all four sides)	
North:	East:
South:	West:

06. (a) Existing land use of the surrounding are up to 200 meter: (residential/commercial/mixed use/ . .)
 (b) Name of the main road nearest to the plot & its width: meter
 (c) Name of the link road to the plot &
 i) it's existing width: meter
 ii) Proposed width as per Master Plan (if known) meter
- (d) Existence of the following items within 200 meter of the proposed site:
 i) Primary/secondary road: Yes/No ii) Hat/Market: Yes/No
 iii) Rail Station: Yes/No iv) River Port: Yes/No
 v) Air Port: Yes/No v) Intersection/more of major road: Yes/No
- (e) Existence of the following items within 200 meters of the proposed site:
 i) Pond: Yes/No vi) Play Field: Yes/No
 ii) Marshy land: Yes/No vii) Forest: Yes/No
 iii) Natural Water course (River/Khal/Other): Yes/No viii) Hillocks: Yes/No
 iv) Flood Control Water Retention Area: Yes/No ix) Slop: Yes/No
 v) Park: Yes/No x) Other water body: Yes/No
- (f) Existence of the following items within 200 meters of the proposed site:
 i) Historical site: Yes/No
 ii) Archeological establishment: Yes/No
 iii) Cantonment: Yes/No
 iv) Key Point Installation (Power Grid, Radio/Television etc.): Yes/No
- (g) Average height of the proposed plot with adjacent road: meter high/low
07. Information regarding future use of the proposed site:
 a. future use of the proposed plot: Residential/commercial/mixed/educational/.

08. Following documents are attached with this application for getting Land Use Clearance

Sl.	Name/Description of the document	Yes	No	Not Applicable
1.	Certified copy of the ownership deed of the proposed site			
2.	Certified copy of the updated tax /holding tax pay receipt			
3.	Certified copy of Mutaion/Khatian/Parcha of the proposed site			
4.	A zonal map covering surrounding area of up to at list 200 diameters from the proposed site			
5.	Ammonia print copy of the site Plan on Mauza Map with applicant's signature			
6.	Detail land survey report mentioning size of the site with proper information of the survey firm			
7.	Opinion from local councilor regarding person identification, land ownership & dispute			
8.	Original copy of the fee deposit receipt			
9.	Certified copy of NID and Citizen Certificate issued by local Councilor			
10.	Other (if any, please mention)			

I/We declared that all information provided in this application, as per my/our knowledge, are correct. In this circumstances, requesting to provide the road construction approval.

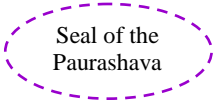
Applicant's
 Signature:.....

Name:

Annexure 2: Sample Format of Field Visit Report

Form 'B'																		
<p>.....Paurashava District</p> <p>Engineering Department</p> <p>Sample Report of Field Verification</p>																		
<p>Name of the visitor : Date of the visit: Designation : Time of the visit:</p>																		
<p>I am the signatory, have visited following site onand collected/verified applicant provided information regarding the site that has given below:</p>																		
<p>Verification of the information regarding Location of the proposed land/plot/site:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Criteria</th> <th style="width: 20%;">Observation (Yes/No)</th> <th style="width: 20%;">Remarks</th> </tr> </thead> <tbody> <tr> <td>Information regarding the location of the proposed land/plot/site mentioned in the application found correct.</td> <td></td> <td></td> </tr> <tr> <td>Information regarding existing use and boundary line of the proposed land/plot/site found correct.</td> <td></td> <td></td> </tr> <tr> <td>Description of existing use of the surrounding areas up to 200 meter of the proposed land/plot/site found correct.</td> <td></td> <td></td> </tr> <tr> <td>Documents attached with the application found correct.</td> <td></td> <td></td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p>* if any information found not correct, detail and clear description, measurement, area etc. have to mention in the remark column</p>	Criteria	Observation (Yes/No)	Remarks	Information regarding the location of the proposed land/plot/site mentioned in the application found correct.			Information regarding existing use and boundary line of the proposed land/plot/site found correct.			Description of existing use of the surrounding areas up to 200 meter of the proposed land/plot/site found correct.			Documents attached with the application found correct.					
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Description of existing use of the surrounding areas up to 200 meter of the proposed land/plot/site found correct.																		
Documents attached with the application found correct.																		
<p>Verification of the information regarding location of various features within 200 meter of the proposed plot:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Criteria</th> <th style="width: 20%;">Observation (Yes/No)</th> <th style="width: 20%;">Remarks</th> </tr> </thead> <tbody> <tr> <td>Information regarding location of the transport related features within 200 meter of the proposed land/plot/site found correct</td> <td></td> <td></td> </tr> <tr> <td>Information regarding location of the environment related features within 200 meter of the proposed land/plot/site found correct</td> <td></td> <td></td> </tr> <tr> <td>Information regarding location of the other important features within 200 meter of the proposed land/plot/site found correct</td> <td></td> <td></td> </tr> <tr> <td>Information regarding drainage system of the surrounding areas of proposed land/plot/site found correct</td> <td></td> <td></td> </tr> </tbody> </table> <p>* if any information found not correct, detail and clear description, measurement, area etc. have to mention in the remark column</p>	Criteria	Observation (Yes/No)	Remarks	Information regarding location of the transport related features within 200 meter of the proposed land/plot/site found correct			Information regarding location of the environment related features within 200 meter of the proposed land/plot/site found correct			Information regarding location of the other important features within 200 meter of the proposed land/plot/site found correct			Information regarding drainage system of the surrounding areas of proposed land/plot/site found correct					
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Information regarding location of the other important features within 200 meter of the proposed land/plot/site found correct																		
Information regarding drainage system of the surrounding areas of proposed land/plot/site found correct																		
<p>Neighbors' Opinion regarding ownership & dispute:</p> <p>Other observations (if subject related any other observation would be found, then that has to be written down):</p>																		
<p>Signature and Date (Name:)</p>																		

Annexure 3: Approval of Land Use Clearance



Form- 'C'

----- Paurashava , ----- District

Ref. No.:

Date:

Land Use Clearance No.:

Mr./Ms

Subject: Regarding approval/clearance of Landuse Clearance.

Considering your (s) application dated on the Paurashava in respect of its approved Master Plan provide theLand Use Clearance approval for the following plot.

- (a) Ward No :
- (b) Area/Para/Mahlla Name :
- (c) Mouza JL. No. :
- (d) Mauza Name :
- (e) Mouza Sheet No. :
- (f) Khatian No (CS./RS./BS.) :
- (g) CS./RS. Dagh/Plot No :
- (h) Description of plot's existing structure :

Terms and Conditions:

1. Validity if this Land Use Clearance will be effective up to 24 (twenty-four) months from the date of land use clearance approval.
2. This land use clearance certificate does not provide any legal power or does not represent any legal right/empowerment to introduce any kind of construction /development works.
3. This land use clearance certificate will not regret the right of the authority for imposing additional conditions while asking submission of detail plan or design under Special Project Clearance or Construction permission.
4. The Paurashava can null and void or suspend this Land Use Clearance certificate any time with mentioning appropriate causes.
5. This land use clearance approval will be cancelled if the applicant had hide or provided wrong information in the application
6. This land use clearance certificate will not be empowered the ownership of that land.
7. This land use clearance certificate is not the evidence to prove the land ownership.

NB: Existing width of the adjacent road of the proposed site ismeter.
 As per approved Master Plan, proposed width of the adjacent road ismeter.

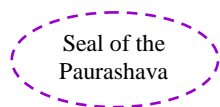
Signature with date
 (Name:)
 Mayor, Paurashava

Copy:

1. President, Standing Committee on Urban Planning, Citizen Services & Development,Paurashava
2. CEO/Secretary, Paurashava
3. Head of the Department, Engineering Department. Paurashava.
4.
5. Office copy/Master Copy

Annexure 4: Land Use Clearance Rejection Letter

Form- 'D'



----- Paurashava , ----- District

Ref. No.:

Date:

Land Use Clearance Rejection No.:

Mr./Ms

Subject: Regarding rejection of Landuse Clearance

Considering your (s) application dated onseeking for land use approval for the following plot/site. The Paurashava, in respect of its approved Master Plan regrets to provide desired approval for following reasons:

Description

- (a) Ward No :
- (b) Area/Para/Mahlla Name :
- (c) Mouza JL. No. :
- (d) Mauza Name :
- (e) Mouza Sheet No. :
- (f) Khatian No (CS./RS./BS.) :
- (g) CS./RS. Dagh/Plot No :

Reasons of rejection

- 1.
- 2.
- 3.
- 4.
- 5.

Signature with date
(Name:)
Mayor, Paurashava

Copy:

1. President, Standing Committee on Urban Planning, Citizen Services & Development, Paurashava
2. CEO/Secretary, Paurashava
3. Head of the Department, Engineering Department. Paurashava.
4.
5. Office copy/Master Copy

Annexure 5- Steps to be followed in Approval Process