

MODEL BYE-LAWS 2005

FOR

MONITORING COMMITTEES

OF

SOCIAL SECTORS



PUNJAB DEVOLVED SOCIAL SERVICES PROGRAMME

COUNCIL MONITORING COMMITTEE FOR EDUCATION BYE-LAWS

Whereas, under Section 192 of the Punjab Local Government Ordinance, 2001 a Zilla Council may make bye-laws to carry out the purposes of the Ordinance;

And Whereas, it is necessary to provide a procedure for the working of Monitoring Committee for Education elected by the Zilla Council, -----under Section 138 read with Section 42(1) of the Punjab Local Government Ordinance, 2001 through bye-laws;

Now therefore, in exercise of the aforesaid powers, the Zilla Council, ----- is pleased to make and promulgate the following bye-laws:

Part I: General

1. Short title and commencement

- (1) These bye-laws may be called the Zilla Council, ----- Monitoring Committee for Education Bye-laws, 2005.
- (2) They shall come into force at once.

2. Definitions

- (1) In these bye-laws, unless the context otherwise requires:
 - a. "Chairman" means a member of the Monitoring Committee for Education elected by its members to be the Chairman of the Committee;
 - b. "Committee" means the Zilla Council, ----- Monitoring Committee for Education elected under the provisions of Section 138 of the Punjab Local Government Ordinance, 2001;
 - c. "Council" means the Zilla Council, -----;
 - d. "Education" includes special and non formal education, technical and vocational training;
 - e. "Government" means Government of the Punjab;

- f. "Monitoring" means systematic collection and analysis of information to determine if individuals and institutions are carrying out their mandated duties and responsibilities;
 - g. "Ordinance" means the Punjab Local Government Ordinance, 2001 as amended;
 - h. "Presiding Officer" means a member of the Council elected under Section 42(5) of the Ordinance to preside over the meetings of the Council in the absence of Naib Zilla Nazim,
 - i. "Review" includes a field visit, perusal of relevant record or an inquiry from the relevant stakeholders concerning an issue in hand;
 - j. "Session" means the period commencing on the day of the first sitting of the Council after having been summoned and ending on the day the Council is prorogued or dissolved;
 - k. "Schedule" means a Schedule appended to these bye-laws;
 - l. "Secretary" means Secretary of the Committee and includes any person for the time being performing the duties of the Secretary;
 - m. "Sitting" means a meeting of the Council or that of the Committee on any day.
- (2) Words and expressions used but not defined in these bye-laws shall have the same meaning as are assigned to them in the Ordinance.

Part II: Constitution of the Committee

3. Constitution of the Committee

- (1) The Committee shall consist of not less than five and no more than nine members to be elected by the Council from amongst its members.
- (2) The Committee shall have at least two female members and one member from peasants, workers or minorities.
- (3) The District Officer (Education) shall be an ex-officio non-voting member and Secretary of the Committee.
- (4) The Committee shall be notified by the Naib Zilla Nazim immediately on completion of the election process.
- (5) The Committee may co-opt any number of expert advisers as non-voting members for a specific assignment.

(6) The Committee may recommend to the Council to hire a consultant to assist the Committee in any of its monitoring functions.

4. Term of the Committee

(1) The term of the Committee shall be the same as that of the Council.

(2) Notwithstanding anything contained in paragraph (1) above, the Zilla Council may terminate the term of the Committee anytime.

5. Election to the Committee: Subject to the provisions of bye-laws, if any made by the Council under Section 42(1) of the Ordinance:

(1) The election of the Committee shall be held during a general session of the Council presided over by the Naib Zilla Nazim. The Committee may be elected on priority after the election of the panel of presiding officers.

(2) Each member of the Council may cast only one vote through secret ballot, in favour of anyone of the candidates contesting for the Committee.

(3) Members obtaining the highest number of votes in the respective categories shall stand elected as members of the Committee.

(4) A member of the Committee shall not be eligible to contest for another monitoring committee during the term of his incumbency.

6. Chairman of the Committee

(1) The Chairman of the Committee shall be elected by the elected members of the Committee from amongst its members.

(2) If the Chairman is absent from the proceedings of the Committee for any reason, the Committee shall choose one of the elected members present, to act as Chairman for those proceedings.

7. Resignation.

(1) A member of the Committee may resign his membership, by writing under his hand addressed to the Naib Zilla Nazim.

(2) The Chairman may resign his membership or his office, by writing under his hand addressed to the Naib Zilla Nazim.

8. **Casual Vacancies**

- (1) A vacancy in the membership of the Committee shall be filled, as soon as possible in the manner prescribed in paragraph 5, or in case of vacancy of the Chairman in the manner prescribed in paragraph 6.
- (2) A member elected under paragraph (1) above, shall hold office for the unexpired term of the member in whose stead he has been elected.
- (3) No proceedings of the Committee shall be called in question only because of a vacancy in the membership of the Committee.

Part III: Roles and Responsibilities of the Committee

9. **Functions of the Committee.**

- (1) The Committee shall be responsible to monitor the entities enlisted in **Schedule 1**. The following are main activities to be monitored:
 - a. Performance of District Education Department Offices;
 - b. Operational efficiency/achievements of public educational institutions;
 - c. Progress of the development projects related to education sector, being undertaken by the District Government and Citizen Community Boards.
- (2) The Committee shall compile and communicate its findings and recommendations to the Council, the District Coordination Officer and Executive District Officer (Education) in accordance with **Schedule 2** within three days of completing the monitoring process in the manner prescribed in paragraphs 21 and 22.
- (3) The Committee shall follow-up the progress on its reports every month during a fiscal year.
- (4) The Committee shall present quarterly monitoring reports and analysis of its own performance in the Council.

10. **Instructions for Members of the Committee:** The members of the Committee while performing their functions shall be guided by the following:

- a. Be courteous, friendly, polite and patient to encourage the functionaries and improve service delivery;
- b. Prepare for the monitoring visits to identify basic problems and act as facilitators;
- c. Not to intrude or interfere in the day to day working of the education offices or public educational institutions;

- d. Not to assume the command and control of any office;
- e. Not to stop the delivery of services or prevent any employee from performing his assigned duty;
- f. Not to cause harassment to any functionary;
- g. In no case, the Chairman or any member shall demand or accept if offered, any service or facility from the entity being monitored;
- h. The Committee may recognize the excellence of any functionary and recommend payment of bonus or performance pay for such functionaries;
- i. The Committee may identify inefficiency or corruption of functionaries and recommend appropriate action and remedial measures to the Zilla Nazim.

11. Monitoring Mechanism: The Committee may adopt the following methodology to conduct monitoring:

- a. Proactively seek opinion of communities, community organizations and concerned beneficiaries regarding performance of educational institutions and District Educational Offices through surveys, interviews and meetings.
- b. Develop or get developed instruments and objective criteria to collect and analyze information to measure performance of educational offices and institutions.
- c. Conduct scheduled field visits of the educational offices and facilities according to a monthly plan approved by the Committee. It may undertake unscheduled visits in unusual circumstances only if majority of the elected members decides so.
- d. Analyze the availability of resources for the accomplishment of the targets assigned to the entities being monitored.
- e. Review the plans, activities and routine progress reports to ascertain the efficiency, effectiveness and sustainability of the operations and projects undertaken by the District Education Department.
- f. Efficiency of an entity may be assessed by comparing its input output ratio with national, provincial or local standards, if available or that of the entities of same size performing similar functions. The historical performance of an entity over time may also be used as benchmark for the purpose of monitoring.

12. Accountability of the Committee

- (1) The Committee shall be responsible to the Council for its activities and performance.
- (2) The Code of Conduct Committee of the Council shall monitor the functioning of the Committee and its members.
- (2) Any functionary aggrieved by abuse or misuse of powers vested in or responsibilities assigned to a member or members of the Committee under the Ordinance or these bye-laws may report the matter to the Code of Conduct Committee of the Council and may invoke disqualification proceedings against such member or members.
- (3) Besides any other punishment provided under any other law for the time being in force, a member of the Committee held guilty in terms of Section 138(7) of the Ordinance shall be removed from the Committee by the Council.
- (4) A citizen aggrieved by an act or omission of the Committee or any of its member or members may lodge his complaint with the Zilla Mohtasib

Part IV: Conduct of Business

13. Rules of procedure

- (1) The Committee may allow any business, of which it is seized, to be conducted by any one or more of its members provided that no findings or recommendations shall be communicated to any person outside the Committee by any member except the Chairman.
- (2) Where the Committee has authorized one or more of its members to perform any work or function, the findings and recommendations of the said member or group shall be placed before the Committee for approval and further appropriate action.
- (3) The decisions of the Committee shall be taken by a majority of elected members present and voting.
- (4) The Committee or any of its elected members may take suo-moto cognizance of any deficiency in the performance of the offices or institutions of the District Education Department.
- (5) The Secretary of the Committee shall attend the meetings personally. In his absence, the Executive District Officer (Education) may, authorize any district officer subordinate to him to act as Secretary of the Committee with the prior approval of the District Coordination Officer.

14. Sittings of the Committee.

- (1) Subject to paragraph (2) below, a sitting of the Committee shall be held on such day and at such time and place as the Chairman of the Committee, in consultation with the Secretary may determine.
- (2) The sitting of the Committee for election of its Chairman shall be fixed by the Secretary in consultation with the Naib Zilla Nazim.
- (3) The Committee shall meet at least once in every month.
- (4) The sittings of the Committee shall be held at the district headquarters.
- (5) On a requisition made by two elected members of the Committee, the Chairman shall convene a sitting of the Committee within fifteen days from the date of receipt of the requisition.

15. Sitting of the Committee while the Council is sitting

- (1) The Committee may not meet while the Council is in session except with the approval of the Naib Zilla Nazim.
- (2) If the Committee is sitting while the Council is in session, the Chairman of the Committee shall suspend the proceedings of the Committee for such time as he may consider appropriate to enable the members to participate in a voting.

16. Sitting in Camera: The sitting of the Committee shall be held in private.**17. Quorum:** The quorum for all business of the Committee shall be the majority of the elected members of the Committee.**18. Power of the Committee to examine**

- (1) The Committee shall have powers to call for and examine any official or record of the District Education Department.
- (2) Any call for an official or requisition of record shall be made in writing indicating the specific purpose. Reasonable time shall always be allowed to official concerned to appear before the Committee or produce the record requisitioned.

19. Field Visits by the Committee

(1) The Committee or any member or group of members duly authorized by it may visit any office or facility of the District Education Department and examine the record or beneficiaries thereof on the spot.

(2) Necessary transport and logistical support for the field visits shall be arranged by the Executive District Officer (Education).

(3) No official record shall be taken into possession during the field visits. In case, there is an apprehension that the record may be tampered, the Committee may direct the Executive District Officer (Education) to take such record into his personal possession or put in place necessary safeguards against tampering, as it deems appropriate and record its observations in the monitoring report.

20. Record of the proceedings of the Committee

(1) A summary of the record of the proceedings of the sittings and field visits by the Committee shall be maintained.

(2) The Secretary of the Committee or his authorized representative shall be responsible to record and maintain summary of activities referred in paragraph (1) above.

Part V: Reports and Follow up

21. Contents of Reports: The evaluation reports generated by the Committee in respect of an office or institution shall focus on:

- a. Achievement of its stated targets;
- b. Responsiveness to citizens'/students' difficulties;
- c. Efficiency in teaching and training of students; and
- d. Transparent functioning.

22. Reports of the Committee:

(1) The Committee shall prepare its report (findings and recommendations, if any) within three days of completing its monitoring process. The Chairman of the Committee shall personally communicate the report to the Council for review, debate and appropriate action. Copies of the report may also be sent to the District Coordination Officer and Executive District Officer (Education) for their information and action.

(2) Quarterly monitoring reports shall be presented before the Council covering the subjects enlisted in **Schedule 4** and may also be forwarded for information to:

- a. The Local Government Commission in line with the spirit of Section 132(f) of the Ordinance;
- b. Local Government & Rural Development Department;

23. Follow-up and Enforcement Mechanism

(1) The Committee shall follow-up monthly progress on its reports. It may make use of **Schedule 3** for the purpose or develop such other mechanism or instruments as it deems appropriate.

(2) A competent authority after receipt of specific recommendations of the Committee shall take appropriate action to implement the said recommendations and report compliance or intimate reasons in writing, as to why it is unable to do so, to the Committee within 30 days.

(3) The Council after considering the monitoring report of the Committee may pass a resolution directing the Zilla Nazim to implement any unattended recommendations of the Committee.

(4) The Zilla Nazim shall inform the Council within 30 days of the resolution passed by the Council of the action taken by him to implement the resolution of the Council.

By Order of the Zilla Nazim, -----

SCHEDULE 1

[See Paragraph 9(1)]

1. Offices of the:
 - a. Executive District Officer (Education);
 - b. District Officer (Education);
 - c. Deputy/Assistant District Officer (Education).
 - d. District Monitoring Officer

2. Any office planning, implementing, monitoring or evaluating projects or activities of District Education Department;
3. Colleges run by the District Government;
4. Special Education Institutions;
5. Government Higher Secondary Schools;
6. Technical and vocational training institutes;
7. Government High Schools;
8. Government Elementary/Middle/Primary Schools;
9. Non formal educational institutions;
10. Project structures and special campaigns.

SCHEDULE 2

[See Paragraph 9(2)]

REPORT OF MONITORING COMMITTEE OF ZILLA COUNCIL, -----FOR EDUCATION

DATE _____ TIME _____ REPORT NO _____

NAME OF INSTITUTION/OFFICE/PROJECT _____

MONITORING DONE BY (Members' Names) _____

SR.NO	ISSUES/PROBLEMS	OBSERVATIONS	RECOMMENDATIONS
1	Achievement of its stated targets	Reasons of shortfall, if any	
2	Availability of resources for the assigned targets	Description of shortage of resources	
3	Responsiveness to citizens'/students' needs & difficulties	Major complaints, if any	
4	Efficiency in the delivery of services	Comparative input output ratio Enrolment, drop out and pass rates	
5	Transparent functioning	Tuition/service fee , recruitments and procurements	
6	Noticeable individual performances/failures	Professional competence, methodology and results	
7	Perceived standing of the entity		
8	Morale of staff/students		
9	Physical condition of infrastructures/ (O&M)		
10	Growing trends		
11	Absenteeism		

O&M stands for efficiency and effectiveness in operations and maintenance.

Seal of MC

Signature

NAME OF CHAIRMAN

Chairman, Monitoring Committee of Zilla Council-----

For Education

SCHEDULE 3

[See Paragraph 23(1)]

**MONTHLY FOLLOW-UP REGISTER OF MONITORING COMMITTEE OF
ZILLA COUNCIL, -----FOR EDUCATION**

REPORT NO _____

NAME OF INSTITUTION/OFFICE/PROJECT _____

ACTION AWAITED FROM _____

MONITORING DONE BY (Members' Names) _____

SR.NO	REPORTING ENTITY	DATE OF RECEIPT	COMMENTS (COMPLIANCE STATUS & ACTIONS AWAITED)	INITIALS OF CHAIRMAN

NOTE: A separate register will be maintained for each entity (office, institution or project).

An entry in the register will be made latest by 10th of every month even if no progress has been received.

SCHEDULE 4

[See Paragraph 22(2)]

**QUARTERLY MONITORING REPORT TO THE COUNCIL BY
MONITORING COMMITTEE OF ZILLA COUNCIL, -----FOR
EDUCATION**

- (1) The report shall contain the following about each entity monitored during the quarter:
 - a. Date of initiation of report;
 - b. Achievement of its targets during the quarter;
 - c. Availability of resources for accomplishment of the assigned targets;
 - d. Responsiveness to citizens'/students' difficulties;
 - e. Efficiency in the delivery of services;
 - f. Transparent functioning;
 - g. Remedial measures or performance incentives recommended;
 - h. Recommendations implemented;
 - i. Actions awaited and authorities responsible for the same;
 - j. Proposed Council Resolution(s) to ensure necessary compliance.
- (2) The report shall also highlight:
 - a. The performance/achievements of the Committee during the last quarter;
 - b. The problems/issues faced;
 - c. Proposals for its effective and efficient performance.

COUNCIL MONITORING COMMITTEE FOR HEALTH BYE-LAWS

Whereas, under Section 192 of the Punjab Local Government Ordinance, 2001 a Zilla Council may make bye-laws to carry out the purposes of the Ordinance;

And Whereas, it is necessary to provide a procedure for the working of Monitoring Committee for Health elected by the Zilla Council, -----under Section 138 read with Section 42(1) of the Punjab Local Government Ordinance, 2001 through bye-laws;

Now therefore, in exercise of the aforesaid powers, the Zilla Council, ----- is pleased to make and promulgate the following bye-laws:

Part I: General

1. Short title and commencement

- (1) These bye-laws may be called the Zilla Council, ----- Monitoring Committee for Health Bye-laws, 2005.
- (2) They shall come into force at once.

2. Definitions

- (1) In these bye-laws, unless the context otherwise requires:
 - a) “Chairman” means a member of the Monitoring Committee for Health elected by its members to be the Chairman of the Committee;
 - b) “Committee” means the Zilla Council, ----- Monitoring Committee for Health elected under the provisions of Section 138 of the Punjab Local Government Ordinance, 2001;
 - c) “Council” means the Zilla Council, -----;
 - d) “Government” means Government of the Punjab;
 - e) “Monitoring” means systematic collection and analysis of information to determine if individuals and institutions are carrying out their mandated duties and responsibilities;
 - f) “Ordinance” means the Punjab Local Government Ordinance, 2001 as amended;

- g) “Presiding Officer” means a member of the Council elected under Section 42(5) of the Ordinance to preside over the meetings of the Council in the absence of Naib Zilla Nazim,
 - h) “Review” includes a field visit, perusal of relevant record or an inquiry from the relevant stakeholders concerning an issue in hand;
 - i) “Session” means the period commencing on the day of the first sitting of the Council after having been summoned and ending on the day the Council is prorogued or dissolved;
 - j) “Schedule” means a Schedule appended to these bye-laws;
 - k) “Secretary” means Secretary of the Committee and includes any person for the time being performing the duties of the Secretary;
 - l) “Sitting” means a meeting of the Council or that of the Committee on any day.
- (2) Words and expressions used but not defined in these bye-laws shall have the same meaning as are assigned to them in the Ordinance.

Part II: Constitution of the Committee

3. Constitution of the Committee

- (1) The Committee shall consist of not less than five and no more than nine members to be elected by the Council from amongst its members.
- (2) The Committee shall have at least two female members and one member from peasants, workers or minorities.
- (3) The District Officer (Health) shall be an ex-officio non-voting member and Secretary of the Committee.
- (4) The Committee shall be notified by the Naib Zilla Nazim immediately on completion of the election process.
- (5) The Committee may co-opt any number of expert advisers as non-voting members for a specific assignment.
- (6) The Committee may recommend to the Council to hire a consultant to assist the Committee in any of its monitoring functions.

4. Term of the Committee

- (1) The term of the Committee shall be the same as that of the Council.
- (2) Notwithstanding anything contained in paragraph (1) above, the Council may terminate the term of the Committee anytime.

5. Election to the Committee. Subject to the provisions of bye-laws, if any made by the Council under Section 42(1) of the Ordinance:

- (1) The election of the Committee shall be held during a general session of the Council presided over by the Naib Zilla Nazim. The Committee may be elected on priority after the election of the panel of presiding officers.
- (2) Each member of the Council may cast only one vote through secret ballot, in favour of anyone of the candidates contesting for the Committee.
- (3) Members obtaining the highest number of votes in the respective categories shall stand elected as members of the Committee.
- (4) A member of the Committee shall not be eligible to contest for another monitoring committee during the term of his incumbency.

6. Chairman of the Committee

- (1) The Chairman of the Committee shall be elected by the elected members of the Committee from amongst its members.
- (2) If the Chairman is absent from the proceedings of the Committee for any reason, the Committee shall choose one of the elected members present, to act as Chairman for those proceedings.

7. Resignation

- (1) A member of the Committee may resign his membership, by writing under his hand addressed to the Naib Zilla Nazim.
- (2) The Chairman may resign his membership or his office, by writing under his hand addressed to the Naib Zilla Nazim.

8. **Casual Vacancies**

- (1) A vacancy in the membership of the Committee shall be filled, as soon as possible in the manner prescribed in paragraph 5, or in case of vacancy of the Chairman in the manner prescribed in paragraph 6.
- (2) A member elected under paragraph (1) above, shall hold office for the unexpired term of the member in whose stead he has been elected.
- (3) No proceedings of the Committee shall be called in question only because of a vacancy in the membership of the Committee.

Part III: Roles and Responsibilities of the Committee

9. **Functions of the Committee**

- (1) The Committee shall be responsible to monitor the entities enlisted in **Schedule 1**. The following are main activities to be monitored:
 - d. Performance of District Health Department Offices;
 - e. Services of health facilities of the District Government;
 - f. Progress of the development projects related to health sector, being undertaken by the District Government and Citizen Community Boards.
- (2) The Committee shall compile and communicate its findings and recommendations to the Council, the District Coordination Officer and Executive District Officer (Health) in accordance with **Schedule 2** within three days of completing the monitoring process in the manner prescribed in paragraphs 21 and 22.
- (3) The Committee shall follow-up the progress on its reports every month during a fiscal year.
- (4) The Committee shall present quarterly monitoring reports and analysis of its own performance in the Council.

10. **Instructions for Members of the Committee:** The members of the Committee while performing their functions shall be guided by the following:

- a) Be courteous, friendly, polite and patient to encourage the functionaries and improve service delivery;
- b) Prepare for the monitoring visits to identify basic problems and act as facilitators;

- c) Not to intrude or interfere in the day to day working of the health offices, health facilities or health services;
- d) Not to assume the command and control of any office;
- e) Not to stop the delivery of services or prevent any employee from performing his assigned duty;
- f) Not to cause harassment to any functionary;
- g) In no case, the Chairman or any member shall demand or accept if offered, any service or facility from the entity being monitored;
- h) The Committee may recognize the excellence of any functionary and recommend payment of bonus or performance pay for such functionaries;
- i) The Committee may identify inefficiency or corruption of functionaries and recommend appropriate action and remedial measures to the Zilla Nazim.

11. Monitoring Mechanism: The Committee may adopt the following methodology to conduct monitoring:

- a. Proactively seek opinion of communities, community organizations and concerned beneficiaries regarding delivery of health services and performance of health offices through surveys, interviews and meetings.
- b. Develop or get developed instruments and objective criteria to collect and analyze information to measure performance of health offices and service delivery outlets.
- c. Conduct scheduled field visits of the health offices and facilities according to a monthly plan approved by the Committee. It may undertake unscheduled visits in unusual circumstances only if majority of the elected members decides so.
- d. Analyze the availability of resources for the accomplishment of the targets assigned to the entities being monitored.
- e. Review the plans, activities and routine progress reports to ascertain the efficiency, effectiveness and sustainability of the operations and projects undertaken by the District Health Department.
- f. Efficiency of an entity may be assessed by comparing its input output ratio with national, provincial or local standards if available or that of the entities of same size performing similar functions. The historical performance of an entity over time may also be used as benchmark for the purpose of monitoring.

12. Accountability of the Committee

- (1) The Committee shall be responsible to the Council for its activities and performance.
- (2) The Code of Conduct Committee of the Council shall monitor the functioning of the Committee and its members.
- (2) Any functionary aggrieved by abuse or misuse of powers vested in or responsibilities assigned to a member or members of the Committee under the Ordinance or these bye-laws may report the matter to the Code of Conduct Committee of the Council and may invoke disqualification proceedings against such member or members.
- (3) Besides any other punishment provided under any other law for the time being in force, a member of the Committee held guilty in terms of Section 138(7) of the Ordinance shall be removed from the Committee by the Council.
- (4) A citizen aggrieved by an act or omission of the Committee or any of its member or members may lodge his complaint with the Zilla Mohtasib.

Part IV: Conduct of Business

13. Rules of procedure

- (1) The Committee may allow any business, of which it is seized, to be conducted by any one or more of its members provided that no findings or recommendations shall be communicated to any person outside the Committee by any member except the Chairman.
- (2) Where the Committee has authorized one or more of its members to perform any work or function, the findings and recommendations of the said member or group shall be placed before the Committee for approval and further appropriate action.
- (3) The decisions of the Committee shall be taken by a majority of elected members present and voting.
- (4) The Committee or any of its elected members may take suo-moto cognizance of any deficiency in the performance of the offices or facilities of the District Health Department.
- (5) The Secretary of the Committee shall attend the meetings personally. In his absence, the Executive District Officer (Health) may, authorize any district officer subordinate to him to act as Secretary of the Committee with the prior approval of the District Coordination Officer.

14. Sittings of the Committee

- (1) Subject to paragraph (2) below, a sitting of the Committee shall be held on such day and at such time and place as the Chairman of the Committee, in consultation with the Secretary may determine.
- (2) The sitting of the Committee for election of its Chairman shall be fixed by the Secretary in consultation with the Naib Zilla Nazim.
- (3) The Committee shall meet at least once in every month.
- (4) The sittings of the Committee shall be held at the district headquarters.
- (5) On a requisition made by two elected members of the Committee, the Chairman shall convene a sitting of the Committee within fifteen days from the date of receipt of the requisition.

15. Sitting of the Committee while the Council is sitting

- (1) The Committee may not meet while the Council is in session except with the approval of the Naib Zilla Nazim.
- (2) If the Committee is sitting while the Council is in session, the Chairman of the Committee shall suspend the proceedings of the Committee for such time as he may consider appropriate to enable the members to participate in a voting.

16. Sitting in Camera: The sitting of the Committee shall be held in private.**17. Quorum:** The quorum for all business of the Committee shall be the majority of the elected members of the Committee.**18. Power of the Committee to examine**

- (1) The Committee shall have powers to call for and examine any official or record of the District Health Department.
- (2) Any call for an official or requisition of record shall be made in writing indicating the specific purpose. Reasonable time shall always be allowed to official concerned to appear before the Committee or produce the record requisitioned.

19. Field Visits by the Committee

- (1) The Committee or any member or group of members duly authorized by it may visit any office or facility of the District Health Department and examine the record or beneficiaries thereof on the spot.
- (2) Necessary transport and logistical support for the field visits shall be arranged by the Executive District Officer (Health).
- (3) No official record shall be taken into possession during the field visits. In case, there is an apprehension that the record may be tampered, the Committee may direct the Executive District Officer (Health) to take such record into his personal possession or put in place necessary safeguards against tampering, as it deems appropriate and record its observations in the monitoring report.

20. Record of the proceedings of the Committee

- (1) A summary of the record of the proceedings of the sittings and field visits by the Committee shall be maintained.
- (2) The Secretary of the Committee or his authorized representative shall be responsible to record and maintain summary of activities referred in paragraph (1) above.

Part V: Reports and Follow up**21. Contents of Reports:** The monitoring reports generated by the Committee in respect of an office or facility shall focus on:

- a) Achievement of its budgeted targets;
- b) Responsiveness to citizens' difficulties;
- c) Efficiency in the delivery of services; and
- d) Transparent functioning.

22. Reports of the Committee:

- (1) The Committee shall prepare its report (findings and recommendations, if any) within three days of completing its monitoring process. The Chairman of the Committee shall personally communicate the report to the Council for review, debate and appropriate action. Copies of the report may also be sent to the District Coordination Officer and Executive District Officer (Health) for their information and action.

(2) Quarterly monitoring reports shall be presented before the Council covering the subjects enlisted in **Schedule 4** and may also be forwarded for information to:

- a) The Local Government Commission in line with the spirit of Section 132(f) of the Ordinance;
- b) Local Government & Rural Development Department;

24. Follow-up and Enforcement Mechanism

(1) The Committee shall follow-up monthly progress on its reports. It may make use of **Schedule 3** for the purpose or develop such other mechanism or instruments as it deems appropriate.

(2) A competent authority after receipt of specific recommendations of the Committee shall take appropriate action to implement the said recommendations and report compliance or intimate reasons in writing, as to why it is unable to do so, to the Committee within 30 days.

(3) The Council after considering the monitoring report of the Committee may pass a resolution directing the Zilla Nazim to implement any unattended recommendations of the Committee.

(4) The Zilla Nazim shall inform the Council within 30 days of the resolution passed by the Council of the action taken by him to implement the resolution of the Council.

By Order of the Zilla Nazim, -----

SCHEDULE 1

[See Paragraph 9(1)]

11. Offices of the:
 - a. Executive District Officer (Health);
 - b. District Officer (Health);
 - c. Deputy/Assistant District Officer (Health).

12. Any office planning, implementing, monitoring or evaluating projects or activities of District Health Department;
13. District Headquarters Hospital (DHQH);
14. Tehsil Headquarters Hospitals (THQHs);
15. Rural Health Centers (RHCs);
16. Dispensaries run by the District Government;
17. Mobile Health Units of the District Government;
18. Project structures and special campaigns;
19. Mother and Child Health Centers;
20. Outreach preventive programs; and
21. Basic Health Units (BHUs).

SCHEDULE 2

[See Paragraph 9(2)]

REPORT OF MONITORING COMMITTEE OF ZILLA COUNCIL, -----FOR HEALTH

DATE_____TIME_____REPORT NO_____

NAME OF FACILITY/OFFICE/PROJECT_____

MONITORING DONE BY (Members' Names) _____

SR.NO	ISSUES/PROBLEMS	OBSERVATIONS	RECOMMENDATIONS
1	Achievement of its budgeted targets	Reasons of shortfall, if any	
2	Availability of resources for the assigned targets	Description of shortage of resources	
3	Responsiveness to citizens' difficulties	Major complaints, if any	
4	Efficiency in the delivery of services	Comparative input output ratio Bed occupancy, bed turnover, hospital deaths & verbal autopsy, if done	
5	Transparent functioning	Service charges, recruitments and procurements etc.	
6	Noticeable individual performances/failures		
7	Non functional machinery and equipment	Reasons thereof	
8	Absenteeism		
9	Physical condition of infrastructures		

Seal of MC

Signature

NAME OF CHAIRMAN

Chairman, Monitoring Committee of Zilla Council-----

For Health

SCHEDULE 3

[See Paragraph 23(1)]

**MONTHLY FOLLOW-UP REGISTER OF MONITORING COMMITTEE OF
ZILLA COUNCIL, -----FOR HEALTH**

REPORT NO _____

NAME OF FACILITY/OFFICE/PROJECT _____

ACTION AWAITED FROM _____

MONITORING DONE BY (Members' Names) _____

SR.NO	REPORTING ENTITY	DATE OF RECEIPT	COMMENTS (COMPLIANCE STATUS & ACTIONS AWAITED)	INITIALS OF CHAIRMAN

NOTE: A separate register will be maintained for each entity (office, facility or project).An entry in the register will be made latest by 10th of every month even if no progress has been received.

SCHEDULE 4

[See Paragraph 22(2)]

**QUARTERLY MONITORING REPORT TO THE COUNCIL BY
MONITORING COMMITTEE OF ZILLA COUNCIL, -----FOR
HEALTH**

- (1) The report shall contain the following about each entity monitored during the quarter:
- a) Date of initiation of report;
 - b) Achievement of its targets during the quarter;
 - c) Availability of resources for accomplishment of the assigned targets;
 - d) Responsiveness to citizens' difficulties;
 - e) Efficiency in the delivery of services;
 - f) Transparent functioning;
 - g) Remedial measures or performance incentives recommended;
 - h) Recommendations implemented;
 - i) Actions awaited and authorities responsible for the same;
 - j) Proposed Council Resolution(s) to ensure necessary compliance.

The report shall also highlight:

- d. The performance/achievements of the Committee during the last quarter;
- e. The problems/issues faced;
- f. Proposals for its effective and efficient performance.

COUNCIL MONITORING COMMITTEE FOR WSS & SWM BYE-LAWS

Whereas, under Section 192 of the Punjab Local Government Ordinance, 2001 a Tehsil Council may make bye-laws to carry out the purposes of the Ordinance;

And Whereas, it is necessary to provide a procedure for the working of Monitoring Committee for Water Supply and Sanitation/Solid Waste Management elected by the Tehsil Council, -----under Section 138 read with Section 69(1) of the Punjab Local Government Ordinance, 2001 through bye-laws;

Now therefore, in exercise of the aforesaid powers, the Tehsil Council, ----- is pleased to make and promulgate the following bye-laws:

Part I: General

1. Short title and commencement

- (1) These bye-laws may be called the Tehsil Council, ----- Monitoring Committee for Water Supply and Sanitation/Solid Waste Management Bye-laws, 2005.
- (2) They shall come into force at once.

2. Definitions

- (1) In these bye-laws, unless the context otherwise requires:
 - n. "Chairman" means a member of the Monitoring Committee for Water Supply and Sanitation/Solid Waste Management (WSS/SWM) elected by its members to be the Chairman of the Committee;
 - o. "Committee" means the Tehsil Council, ----- Monitoring Committee for Water Supply and Sanitation/Solid Waste Management elected under the provisions of Section 138 of the Punjab Local Government Ordinance, 2001;
 - p. "Council" means the Tehsil Council, -----;

- q. "Government" means Government of the Punjab;
 - r. "Monitoring" means systematic collection and analysis of information to determine if individuals and institutions are carrying out their mandated duties and responsibilities;
 - s. "Ordinance" means the Punjab Local Government Ordinance, 2001 as amended;
 - t. "Presiding Officer" means a member of the Council elected under Section 69(5) of the Ordinance to preside over the meetings of the Council in the absence of Naib Tehsil Nazim,
 - u. "Review" includes a field visit, perusal of relevant record or an inquiry from the relevant stakeholders concerning an issue in hand;
 - v. "Session" means the period commencing on the day of the first sitting of the Council after having been summoned and ending on the day the Council is prorogued or dissolved;
 - w. "Schedule" means a Schedule appended to these bye-laws;
 - x. "Secretary" means Secretary of the Committee and includes any person for the time being performing the duties of the Secretary;
 - y. "Sitting" means a meeting of the Council or that of the Committee on any day.
- (2) Words and expressions used but not defined in these bye-laws shall have the same meaning as are assigned to them in the Ordinance.

Part II: Constitution of the Committee

3. Constitution of the Committee

- (1) The Committee shall consist of not less than five and no more than nine members to be elected by the Council from amongst its members.
- (2) The Committee shall have at least two female members and one member from peasants, workers or minorities.
- (3) Tehsil Officer (Infrastructures and Services) shall be an ex-officio non-voting member and Secretary of the Committee.
- (4) The Committee shall be notified by the Naib Tehsil Nazim immediately on completion of the election process.

(5) The Committee may co-opt any number of expert advisers as non-voting members for a specific assignment.

(6) The Committee may recommend to the Council to hire a consultant to assist the Committee in any of its monitoring functions.

4. Term of the Committee

(1) The term of the Committee shall be the same as that of the Council.

(2) Notwithstanding anything contained in paragraph (1) above, the Council may terminate the term of the Committee anytime.

5. Election to the Committee: Subject to the provisions of bye-laws, if any made by the Council under Section 69(1) of the Ordinance:

(1) The election of the Committee shall be held during a general session of the Council presided over by the Naib Tehsil Nazim. The Committee may be elected on priority after the election of the panel of presiding officers.

(2) Each member of the Council may cast only one vote through secret ballot, in favour of anyone of the candidates contesting for the Committee.

(3) Members obtaining the highest number of votes in the respective categories shall stand elected as members of the Committee.

(4) A member of the Committee shall not be eligible to contest for another monitoring committee during the term of his incumbency.

6. Chairman of the Committee

(1) The Chairman of the Committee shall be elected by the elected members of the Committee from amongst its members.

(2) If the Chairman is absent from the proceedings of the Committee for any reason, the Committee shall choose one of the elected members present, to act as Chairman for those proceedings.

7. **Resignation.**

- (1) A member of the Committee may resign his membership, by writing under his hand addressed to the Naib Tehsil Nazim.
- (2) The Chairman may resign his membership or his office, by writing under his hand addressed to the Naib Tehsil Nazim.

8. **Casual Vacancies**

- (1) A vacancy in the membership of the Committee shall be filled, as soon as possible in the manner prescribed in paragraph 5, or in case of vacancy of the Chairman in the manner prescribed in paragraph 6.
- (2) A member elected under paragraph (1) above, shall hold office for the unexpired term of the member in whose stead he has been elected.
- (3) No proceedings of the Committee shall be called in question only because of a vacancy in the membership of the Committee.

Part III: Roles and Responsibilities of the Committee

9. **Functions of the Committee**

- (1) The Committee shall be responsible to monitor the entities enlisted in **Schedule 1**. The following are main activities to be monitored:
 - g. Performance of Tehsil Infrastructures and Services (I&S) Offices;
 - h. Services of WSS/SWM facilities of the Tehsil Administration;
 - i. Progress of the development projects related to WSS/SWM, being undertaken by the Tehsil Administration and Citizen Community Boards.
- (2) The Committee shall compile and communicate its findings and recommendations to the Council, the Tehsil Nazim and Tehsil Municipal Officer in accordance with **Schedule- 2** within three days of completing the monitoring process in the manner prescribed in paragraphs 21 and 22.
- (3) The Committee shall follow-up the progress on its reports every month during a fiscal year.
- (4) The Committee shall present quarterly monitoring reports and analysis of its own performance in the Council

10. Instructions for Members of the Committee: The members of the Committee while performing their functions shall be guided by the following:

- j. Be courteous, friendly, polite and patient to encourage the functionaries and improve service delivery;
- k. Prepare for the monitoring visits to identify basic problems and act as facilitators;
- l. Not to intrude or interfere in the day to day working of the I&S offices or WSS/SWM facilities;
- m. Not to assume the command and control of any office;
- n. Not to stop the delivery of services or prevent any employee from performing his assigned duty;
- o. Not to cause harassment to any functionary;
- p. In no case, the Chairman or any member shall demand or accept if offered, any service or facility from the entity being monitored;
- q. The Committee may recognize the excellence of any functionary and recommend payment of bonus or performance pay for such functionaries;
- r. The Committee may identify inefficiency or corruption of functionaries and recommend appropriate action and remedial measures to the Tehsil Nazim.

11. Monitoring Mechanism: The Committee may adopt the following methodology to conduct monitoring:

- g. Proactively seek opinion of communities, community organizations and concerned beneficiaries regarding WSS/SWM facilities and performance of I&S offices through surveys, interviews and meetings.
- h. Develop or get developed instruments and objective criteria to collect and analyze information to measure performance of WSS/SWM and I&S offices.
- i. Conduct scheduled field visits of the WSS/SWM and I&S offices according to a monthly plan approved by the Committee. It may undertake unscheduled visits in unusual circumstances only if majority of the elected members decides so.
- j. Analyze the availability of resources for the accomplishment of the targets assigned to the entities being monitored.

- k. Review the plans, activities and routine progress reports to ascertain the efficiency, effectiveness and sustainability of the operations and projects undertaken by the I&S Office.
- l. Efficiency of an entity may be assessed by comparing its input output ratio with national, provincial or local standards if available or that of the entities of same size performing similar functions. The historical performance of an entity over time may also be used as benchmark for the purpose of monitoring.

12. Accountability of the Committee

- (1) The Committee shall be responsible to the Council for its activities and performance.
- (2) The Code of Conduct Committee of the Council shall monitor the functioning of the Committee and its members.
- (2) Any functionary aggrieved by abuse or misuse of powers vested in or responsibilities assigned to a member or members of the Committee under the Ordinance or these bye-laws may report the matter to the Code of Conduct Committee of the Council and may invoke disqualification proceedings against such member or members.
- (3) Besides any other punishment provided under any other law for the time being in force, a member of the Committee held guilty in terms of Section 138(7) of the Ordinance shall be removed from the Committee by the Council.
- (4) A citizen aggrieved by an act or omission of the Committee or any of its member or members may lodge his complaint with the Zilla Mohtasib.

Part IV: Conduct of Business

13. Rules of procedure

- (1) The Committee may allow any business, of which it is seized, to be conducted by any one or more of its members provided that no findings or recommendations shall be communicated to any person outside the Committee by any member except the Chairman.
- (2) Where the Committee has authorized one or more of its members to perform any work or function, the findings and recommendations of the said member or group shall be placed before the Committee for approval and further appropriate action.
- (3) The decisions of the Committee shall be taken by a majority of elected members present and voting.
- (4) The Committee or any of its elected members may take suo-moto cognizance of any deficiency in the performance of I&S Offices or facilities of the WSS/SWM.
- (5) The Secretary of the Committee shall attend the meetings personally. He may, however, authorize any officer subordinate to him to attend a meeting or meetings of the Committee with the prior approval of the Tehsil Municipal Officer.

14. Sittings of the Committee

- (1) Subject to paragraph (2) below, a sitting of the Committee shall be held on such day and at such time and place as the Chairman of the Committee, in consultation with the Secretary may determine.
- (2) The sitting of the Committee for election of its Chairman shall be fixed by the Secretary in consultation with the Naib Tehsil Nazim.
- (3) The Committee shall meet at least once in every month.
- (4) The sittings of the Committee shall be held at the Tehsil Headquarters.
- (4) On a requisition made by two elected members of the Committee, the Chairman shall convene a sitting of the Committee within fifteen days from the date of receipt of the requisition.

15. Sitting of the Committee while the Council is sitting

- (1) The Committee may not meet while the Council is in session except with the approval of the Naib Tehsil Nazim.

(2) If the Committee is sitting while the Council is in session, the Chairman of the Committee shall suspend the proceedings of the Committee for such time as he may consider appropriate to enable the members to participate in a voting.

16. Sitting in Camera: The sitting of the Committee shall be held in private.

17. Quorum: The quorum for all business of the Committee shall be the majority of the elected members of the Committee.

18. Power of the Committee to examine. –

(1) The Committee shall have powers to call for and examine any official or record of I&S Offices or WSS/SWM facilities.

(2) Any call for an official or requisition of record shall be made in writing indicating the specific purpose. Reasonable time shall always be allowed to official concerned to appear before the Committee or produce the record requisitioned.

19. Inspections by the Committee

(1) The Committee or any member or group of members duly authorized by it may visit any office or facility of I&S and examine the record or beneficiaries thereof on the spot.

(2) Necessary transport and logistical support for the field visits shall be arranged by the Tehsil Officer (Infrastructures and Services).

(3) No official record shall be taken into possession during the field visits. In case, there is an apprehension that the record may be tampered, the Committee may direct the Tehsil Municipal Officer to take such record into his personal possession or put in place necessary safeguards against tampering, as it deems appropriate and record its observations in the monitoring report.

20. Record of the proceedings of the Committee.

(1) A summary of the record of the proceedings of the sittings and field visits by the Committee shall be maintained.

(2) The Secretary of the Committee or his authorized representative shall be responsible to record and maintain summary of activities referred in paragraph (1) above.

Part V: Reports and Follow up

- 21. Contents of Reports:** The monitoring reports generated by the Committee in respect of an office or facility shall focus on:
- e. Achievement of its budgeted targets;
 - f. Responsiveness to citizens' difficulties;
 - g. Efficiency in the delivery of services; and
 - h. Transparent functioning.
- 22. Reports of the Committee:**
- (1) The Committee shall prepare its report (findings and recommendations, if any) within three days of completing its monitoring process. The Chairman of the Committee shall personally communicate the report to the Council for review, debate and appropriate action. Copies of the report may also be sent to the Tehsil Nazim and Tehsil Municipal Officer for their information and action.
- (2) Quarterly monitoring reports shall be presented before the Council covering the subjects enlisted in **Schedule 4** and may also be forwarded for information to:
- c. The Local Government Commission in line with the spirit of Section 132(f) of the Ordinance;
 - d. Local Government and Rural Development Department
- 25. Follow-up and Enforcement Mechanism:**
- (1) The Committee shall follow-up monthly progress on its reports. It may make use of **Schedule 3** for the purpose or develop such other mechanism or instruments as it deems appropriate.
- (2) A competent authority after receipt of specific recommendations of the Committee shall take appropriate action to implement the said recommendations and report compliance or intimate reasons in writing, as to why it is unable to do so, to the Committee within 30 days.
- (3) The Council after considering the monitoring report of the Committee may pass a resolution directing the Tehsil Nazim to implement any unattended recommendations of the Committee.

(4) The Tehsil Nazim shall inform the Council within 30 days of the resolution passed by the Council of the action taken by him to implement the resolution of the Council.

By Order of the Tehsil Nazim, -----

SCHEDULE 1

[See Paragraph 9(1)]

22. Offices of the:
 - a. Tehsil Officer (Infrastructures and Services);
 - b. Assistant Tehsil Officer (Infrastructures and Services);
23. Any office planning, implementing, monitoring or evaluating projects or activities of I&S Offices;
24. Water and Sanitation Authority (WASA) except WASA, Lahore;
25. Water Supply Schemes;
26. Sewerage and Sanitation Schemes;
27. Solid Waste Management Schemes except SWM, Lahore;
28. Project structures and special campaigns.

SCHEDULE 2

[See Paragraph 9(2)]

**REPORT OF MONITORING COMMITTEE OF TEHSIL COUNCIL, -----
FOR WSS & SWM**

DATE _____ TIME _____ REPORT NO _____

NAME OF FACILITY/OFFICE/PROJECT _____

MONITORING DONE BY (Members' Names) _____

SR.NO	ISSUES/PROBLEMS	OBSERVATIONS	RECOMMENDATIONS
1	Achievement of its budgeted targets	Reasons of shortfall, if any	
2	Availability of resources for the assigned targets	Description of shortage of resources	
3	Responsiveness to citizens' difficulties	Community satisfaction Major complaints, if any	
4	Efficiency in the delivery of services	Comparative input output ratio/ unit cost of service	
5	Transparent functioning	Service charges , recruitments and procurements etc.	
6	Noticeable individual performances/failures		
7	Hygienic standards		
8	Any other		

Seal of MC

Signature

NAME OF CHAIRMAN

Chairman, Monitoring Committee of Tehsil Council-----

For WSS & SWM

SCHEDULE 3

[See Paragraph 23(1)]

**MONTHLY FOLLOW-UP REGISTER OF MONITORING COMMITTEE OF
TEHSIL COUNCIL, -----FOR WSS & SWM**

REPORT NO _____

NAME OF FACILITY/OFFICE/PROJECT _____

ACTION AWAITED FROM _____

MONITORING DONE BY (Members' Names) _____

SR.NO	REPORTING ENTITY	DATE OF RECEIPT	COMMENTS (COMPLIANCE STATUS & ACTIONS AWAITED)	INITIALS OF CHAIRMAN

NOTE: A separate register will be maintained for each entity (office, facility or project).An entry in the register will be made latest by 10th of every month even if no progress has been received.

SCHEDULE 4

[See Paragraph 22(2)]

**QUARTERLY MONITORING REPORT TO THE COUNCIL BY
MONITORING COMMITTEE OF TEHSIL COUNCIL, -----FOR WSS &
SWM**

- (1) The report shall contain the following about each entity monitored during the quarter:
 - k. Date of initiation of report;
 - l. Achievement of its targets during the quarter;
 - m. Availability of resources for accomplishment of the assigned targets;
 - n. Responsiveness to citizens' difficulties;
 - o. Efficiency in the delivery of services;
 - p. Transparent functioning;
 - q. Remedial measures or performance incentives recommended;
 - r. Recommendations implemented;
 - s. Actions awaited and authorities responsible for the same;
 - t. Proposed Council Resolution(s) to ensure necessary compliance.

- (3) The report shall also highlight:
 - g. The performance/achievements of the Committee during the last quarter;
 - h. The problems/issues faced;
 - i. Proposals for its effective and efficient performance.