

**SPACE**

Strengthening Performance, Accountability and Civic Engagement



Sida

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Department for  
International  
Development

# Coaching Manual

## Council Meetings

EU-Program to support the National Program for Sub National Democratic Development of NCDD

implemented by **giz**

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## **Introduction**

With the introduction of the Organic Law in May 2008, followed by the elections of sub-national councils in 2009 at Capital, Province, Municipal, District and Khan levels, elected representatives are now in place at all levels.

Above all, those representatives - namely sub-national councillors -represent citizens and are responsive and accountable to citizens within their jurisdiction for their performance in carrying out their functions. To enable sub-national councils to implement their functions in an accountable way, all sub-national councils must conduct regular public meetings at least 12 times per year to discuss debate, raise issues, challenges and discuss local development. Besides these regular meetings, councils can also conduct extra-ordinary meetings and councils may close parts of meetings as necessary.

In order to support councils to prepare and conduct their meetings in an active and responsive way, NCDD-S with technical support from the EU-SPACE Program developed a Coaching Manual on Council Meetings for coaches to use in assisting councils in the preparation and implementation of their meetings.

## **Objective**

The objective of the Coaching Manual is to assist coaches to support councils in preparing and conducting council meetings. The Coaching Manual serves as a complementary manual to the Technical Document on Council Meetings and is designed to effectively coach councillors and other relevant coachees.

## Structure of the Manual

This Coaching Manual is structured as follows:

- **An Orientation Session** aims to provide an overview of Council Meetings, a basis for agreement with coachees on coaching topics, and schedule.
- **Part 1 Preparation of Council Meetings** describes methodologies and process for coaches to use in providing support to coachees with a focus on preparing draft agenda items for the meeting and the delivery and dissemination of the invitation, draft agenda and other relevant documents to participants within an appropriate time prior to the meeting. This Part is comprised of three sessions:

Session 1: Preparation of draft agenda items (TD, Part 1, Steps 1 & 2 for all councilors)

Session 2: Preparation of draft agenda items (TD, Part 1, Step 1 & 2 for Chairperson, Governor and Administration Director)

Session 3: Delivery and dissemination of invitation, draft agenda and relevant documents (TD, Part 1, and Step 3 for Board of Governors, Administration Director)

- **Part 2 Conducting Council Meetings** describes the methodologies and process for coaches to use in providing support to coaches regarding how to conduct Council Meetings. This Part is comprised of eight sessions:

Session 1: Approval of draft agenda and previous minutes (TD, Part 2, Steps 3 &4 for all councilors)

Session 2: Role of Chairperson in facilitating the approval of the draft agenda and previous minutes (TD, Part 2, Steps 3 &4 for Chairperson)

Session 3: Debate and Decision-Making (TD, Part 2, Step 6 for all councilors)

Session 4: Role of Chairperson in the debate and decision-making process (TD, Part 2, Step 6 for Chairperson)

Session 5: Question, answer and comment period (TD, Part 2, Step 7 for all councilors)

Session 6: Question, answer and comment period (TD, Part 2, Step 7 for Chairperson and Administration Director)

Session 7: Other issues (TD, Part 2, Step 8 for Chairperson and Administration Director)

Session 8: Parts of meetings that are closed and extraordinary meetings (for all councilors and Administration Director)

## Introduction to Coaching Concept

Topic	Introduction to the concept of coaching	Tools and Reference
<b>Objective</b>	At the end of this session coachees will understand the concept of coaching.	
<b>Participants</b>	All councillors, Board of Governors (BoG), Administration Director (AD).	
<b>Duration</b>	1h15mn	
<b>Process (1h15mn)</b>	<p><b>Introduction (5mn)</b></p> <p>Coach explains that there are different capacity development approaches. According to IP3, main approach for capacity development comprises training, facilitation, coaching, consulting, degree studies, exposure, plenary workshop and reflection. Coaching is to help coachee generate options for professional growth.</p> <p><b>Brainstorming (10mn)</b></p> <ul style="list-style-type: none"> <li>▪ Coach asks: <b><i>What is Coaching?</i></b></li> <li>▪ Coach lets 3-4 participants share their understanding of the definition of coaching.</li> </ul>	
	<p><b>Presentation (60mn)</b></p> <p>Coach presents the coaching concept:</p> <ul style="list-style-type: none"> <li>▪ Definition of coaching</li> <li>▪ Objective of coaching</li> <li>▪ Differences between subject matter advice and coaching?</li> </ul>	Slide #1/Flipchart

**Note: This session will be conducted before starting the orientation session.**

## Orientation Session and Agreement on Coaching Topics and Schedule

Topic	Orientation and agreement on coaching topics and schedule	Tools and Reference
<b>Objective</b>	<p>At the end of this session, coachees will:</p> <ul style="list-style-type: none"> <li>- Obtain an overview of the Technical Document (TD);</li> <li>- Agree on coaching topics and schedule to support the preparation and implementation of council meetings.</li> </ul>	
<b>Participants</b>	All Councillors, Board of Governors (BoG), Administration Director (AD)	
<b>Duration</b>	3h15	
<b>Process (3h)</b>	<p><b>Introduction and welcome (15mn)</b>            Coach emphasizes that meetings are the regular forum that brings together elected councillors to discuss, debate, deliberate, prioritize, resolve and decide issues of concern in the area, including deciding on how to allocate limited council resources among competing priorities.</p> <p>Presentation on the objective and schedule of the session.</p> <p><b>Brainstorming (15mn)</b>            Coach asks the following question:</p> <ul style="list-style-type: none"> <li>▪ What are the steps to organize a council meeting?</li> </ul> <p>Coach summarizes the results.</p> <p><b>Plenary Discussion (1h)</b>            Coach provides an overview on council meetings by referring to Posters 1 and 2, including the TD on Council Meetings.            Coach clarifies each step set out in the TD on Council Meetings.</p> <p><b>Plenary discussion (30mn)</b>            Coach asks participants:</p> <ul style="list-style-type: none"> <li>▪ Which steps do you feel confident about?</li> <li>▪ For which steps do you want coaching support?</li> </ul> <p>Coach makes a list of the answers on a flipchart.            Coach asks participants to identify coaching topics on which they would like to receive coaching support.            Coach asks participants to achieve consensus about coaching topics for coaching support.</p> <p><b>Development of Coaching Agreement (45mn)</b>            Coachees consider the coaching topics and decide on a coaching schedule to address the topics.</p>	<p>OL, Art 36            Sub-De 216            Art. 14,            70,132            Model of            Internal            Rules</p> <p>Flipchart of            objectives            Handout 1            Schedule of            Orientation</p> <p>Poster 1            Overview of            Preparation            of Council            Meetings</p> <p>Poster 2            Overview of            Conducting            Council            Meetings</p> <p>Coaching            schedule for</p>

**Summary  
and  
Conclusion  
(15mn)**

Coach summarizes key learning points and confirms the schedule for the next coaching session.

Council  
Meetings,  
Agreed  
coaching  
schedule

## Agenda for Orientation of Technical Document on Council Meeting

Time	Topic	Responsible Person	Others
08:00-08:15	- Welcome and Introduction - Objectives	Coach	
08:15-08:30	Brainstorming: <ul style="list-style-type: none"> <li>▪ What are the necessary steps to organize a council meeting?</li> </ul>	Coach	
08:30-09:30	Presentation on the Overview of Council Meetings	Coach	
09:30-09:45	Break		
09:45-10:15	Plenary Discussion: <ul style="list-style-type: none"> <li>▪ Which steps do you feel confident about?</li> <li>▪ For which steps do you want coaching support?</li> </ul>	Coach	
10:15-11:00	Development of Coaching Schedule	Coach	
11:00-11:15	Summary and Conclusion	Representative of Participants	
11:15-11:30	Closing Remarks	Chairperson	

## Poster1: Overview of Preparation of Council Meetings

### Step 1: Identify Issues for draft agenda

- AD prepares a list of proposed item based on meeting with Chairperson, meeting with BoG, meeting with Committees, reviewing last minutes meeting, and agenda items proposed by 1/3 of all councillors

### Step 2: Prepare draft agenda and relevant documents

- Chairperson with assistance from AD decides on proposed agenda items to be included in draft agenda, invitees and relevant documents.

### Step 3: Deliver and disseminate invitation, draft agenda and documents

-AD ensures that every councillor and invitee receives draft agenda and relevant documents before the meeting.



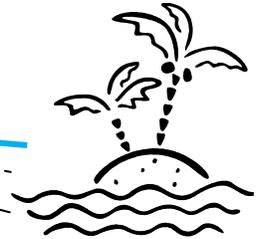
*☞ Rights of councillors to add draft agenda items*

**Forms: 1a, 1b, 1c and 2**

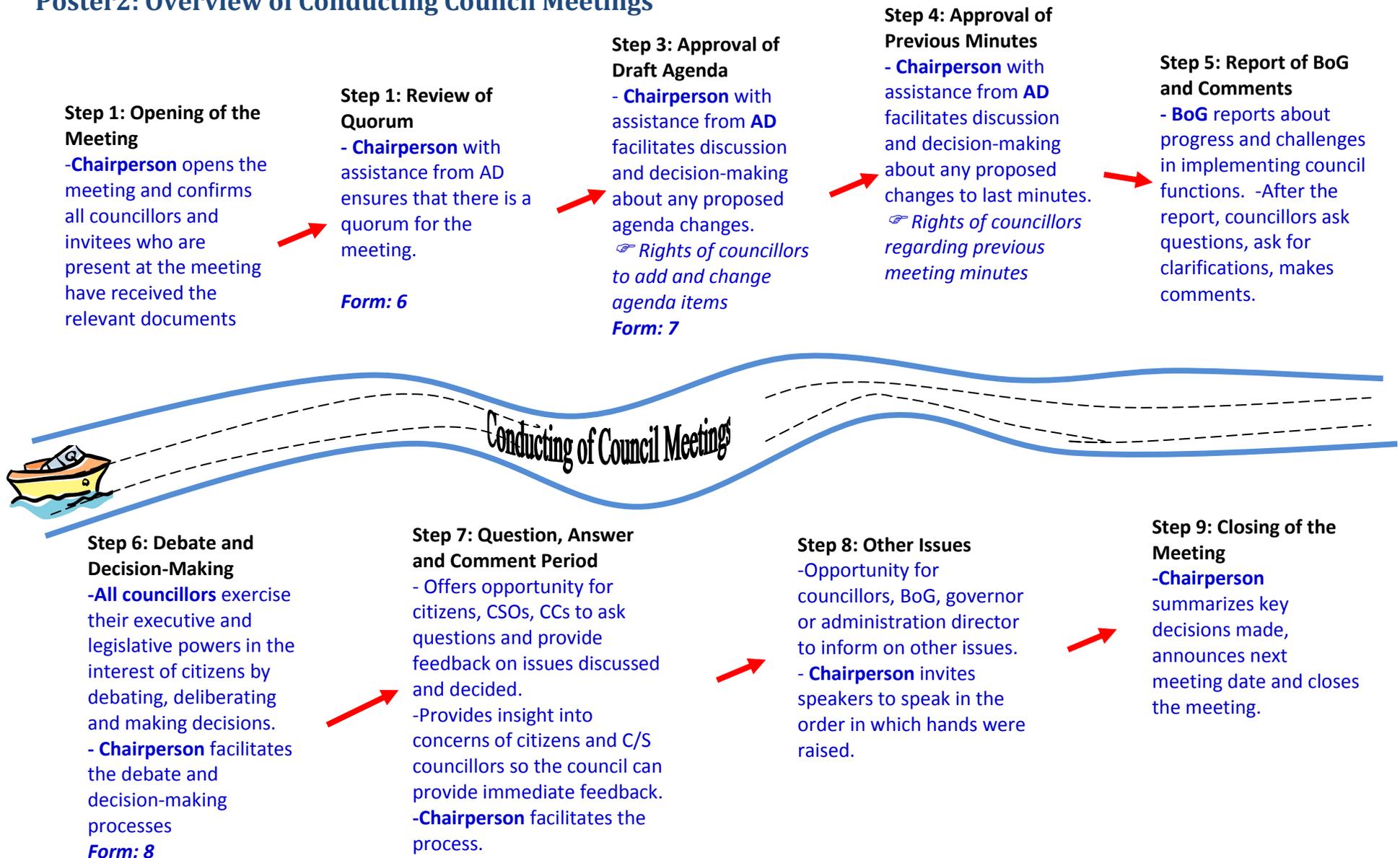
**Preparation of Council Meetings**

**Forms: 3, 4 and 5**

- BoG (deputy governor in charge of information dissemination) ensures that information about the meeting is widely disseminated to public.



## Poster2: Overview of Conducting Council Meetings



### Form#1: Coaching Schedule of Council Meeting

Province:.....

Municipality/District:.....

No	Coaching Topics	Coachees	Date	Time	Venue	Remarks

## **Part 1: Preparation of Council Meeting**

## Session 1: Preparation of Draft Agenda Items (TD, Part1, Steps 1&2)

**Topic** Preparation of Draft Agenda Items

**Tools and Reference**

**Objectives** At the end of this session, coachees will be

- aware of their right to raise agenda items and different sources for collecting issues to propose for the draft agenda.
- able to identify key mechanisms for proposing issues for the draft agenda.

**Coachee (s)** All councillors

**Duration** 1h30mn

**Process** **Plenary (75mn)**

**(1h15mn)** Coach asks coaches the questions:**(45mn)**

- *Have you ever proposed issues to include in a draft agenda?*
  - *If yes, how did you do it?*
  - *If not, why have you not proposed issues?*
- *If you have proposed issues, what was the source of those issues?*

Coach makes a list of answers on the flipchart.

Coach stresses that coachees can collect issues from other sources. For instance:

- Monthly report from BoG, report of WCCC, report from chief of finance on the budgetary situation
- From commune councils, female and male citizens, CSOs, newspapers, magazines, radios, TV, coffee shops and neighbours...etc.

Coach asks coachees the questions:

- *What are the challenges of proposing issues for the draft agenda? And how would you overcome those challenges?(30mn)*

Coach asks one of the coachees to volunteer to write down the challenges and key solutions generated by the plenary.

Then coach discusses the rights of councillors and rights of citizens to propose issues for the draft agenda. (coachees discuss what they can do to propose issues to draft agenda.

TD, Part 1,  
Step1  
(rights of  
councillors  
and  
citizens)

Coach asks coachees to agree on how many days before a council meeting they should start to collect issues and to agree on an action plan.

**Suggestion:**

If coaches already understand and have agreed to have a question, answer and comment period during council meetings, then coach does not need to spend much time on the paragraphs below.

Coach discusses with coachees that they can propose to have a question, answer and comment period during council meetings and other issues to include in the draft agenda by briefing the importance of questions, answers and comment period and other issues, *so that they have a brief introduction to the question, answer and comment period that will be discussed in more detail in Sessions 5 and 7.*

**Note :**

It is important to have a question, answer and comment period because:

- This provides opportunities to female and male citizens, civil society representatives and/or commune/sangkat councillors to ask questions and provide immediate feedback on issues discussed and decided during the council meeting. It is a mechanism for civic engagement which contributes to holding councils accountable for the decisions they make and how those decisions are implemented.

It is important to have an **Other Issue** period because:

- It provides opportunities to female and male councillors, BoG and administration director to inform one another about other issues such as study visits, donor development plans, etc., and issues that have not been discussed earlier during the council meeting.

**Wrap up  
and  
conclusion  
(15mn)**

Coachees summarize key learning points and coach confirms the schedule for the next coaching session.

Coaching  
Schedule

Note: In wrap up and conclusion part, coach may summarize key learning points by him/herself or asks coachees to do it.

## Session 2: Preparation of Draft Agenda Items (TD, Part1, Step 1&2)

Topic	Preparation of draft agenda items	Tools and Reference
<b>Objective</b>	<p>At the end of this session, coachees will be:</p> <ul style="list-style-type: none"> <li>- able to identify issues for draft agendas for council meetings;</li> <li>- able to identify resource persons, relevant documents and allocate time for draft agenda items.</li> </ul>	
<b>Coachee (s)</b>	Chairperson, Board of Governor (BoG) and Administration Director (AD)	
<b>Duration</b>	3 h30mn	
<b>Process (3h10mn)</b>	<p><b>Brainstorming (1h)</b></p> <p>The Coach asks:</p> <ul style="list-style-type: none"> <li>▪ How do you collect draft agenda items for the council meeting?</li> <li>▪ What are sources of information to collect draft agenda items?</li> </ul>	
	<p>The coach makes a list of answers on the flipchart and introduces Part 1-Step 1, Form 1 for Issues submitted to the Chairperson.</p>	Form 1 (a&b,c)
	<p>The coach emphasizes that coaches can adjust Form 1 as needed.</p>	Finalized Form 1 (a,b,c)
	<p>The coach stresses that coaches can collect issues from other sources. For instance:</p> <ul style="list-style-type: none"> <li>- Monthly report from BoG, report from WCCC and report from Chief of Finance on the budgetary situation;</li> <li>- Previous council meeting minutes;</li> <li>- Proposed issues from female and male councillor (at least 1/3 of the total number of councillors), council committees, line departments/offices and CSOs</li> </ul>	
	<p><b><i>Note 1:</i></b><i>The coach allocates 1-3days for coaches to collect issues from the sources mentioned and for the AD to record the information into Form 2 (the Coach provides Form 2 to coaches with an explanation about how to complete it). Then the coach reminds the AD to bring the completed Form 2. The coach follows up with the AD to improve Form 2 prior to next coaching.</i></p>	Form 2
	<p><b>Duration: (1h)</b></p> <p>After 1-3 days, the coach and coachees meet again. The</p>	

coach should warm up with the coachees before starting this session. Then, the coach asks the AD:

- What do you think about Form 2?
- Did you have any difficulty completing Form 2?

The coach clarifies with the AD and other coachees about Form 2 and gives the AD a chance to make any necessary revisions.

The coach and coachees discuss which documents and female and male invitees are relevant based on the completed Form 2.

Final Form 3  
(completed)

Then, the coach introduces and explains Form 3. The coach asks the AD to complete the Form with contributions from the Chairperson and BoG. (Form 3: List of relevant documents and invitees)

After this session, the AD submits the completed Form 2 and Form 3 to the Chairperson for agreement to include in the draft agenda.

The coach reminds the BoG to prepare a monthly report and submit the monthly report to the Chairperson at least 8 working days before the scheduled council meeting. Then, the BoG meets with the Chairperson to discuss if any adjustments are required.

***Note 2:*** *The coach discusses with the Chairperson about making a final decision about Form 2 and Form 3 within an appropriate time. If the Chairperson is able to finalize Form 2 and Form 3 during this coaching session, then the coach should continue to the following step.*

*In the case that Form 2 and Form 3 have not been completed by AD, coach should give the AD, BoG and Chairperson time to discuss and complete those forms (draft issues for proposed draft agenda).*

**Duration: (1h10mn)**

The coach asks coachees to address the draft agenda items finalized by the Chairperson in Form 3 and Form 4 by allocating time and identifying resource persons for each draft agenda item including:

Form 4

- Opening (...mn)
- Review of quorum (...mn)
- Approve of draft agenda (...mn)

- Approval of previous meeting minutes (...mn)
- Debate, comments, questions and answers (...mn)
- ...

If necessary, the coach can introduce examples of draft agenda items to coachees as follows:

- Opening
- Review of quorum
- Approval of draft agenda
- Approval of previous minutes
- Monthly report of BoG
- Preparation of the next dissemination and consultative forum
- Draft by-law to prohibit loud sound after 11h00 pm
- Other issues
- Comments and questions from C/S councillors and citizens
- Next scheduled meeting
- Closing

The coach asks coachees if they already have their own Form for a draft agenda. If they do, then the coach can work with coachees with that Form. If not, then the coach introduces coaches to Form 4.

The coach emphasizes that invitation letters (Form 5) must be distributed together with relevant documents to all identified invitees at least 5 days prior to the meeting day.

Form 5

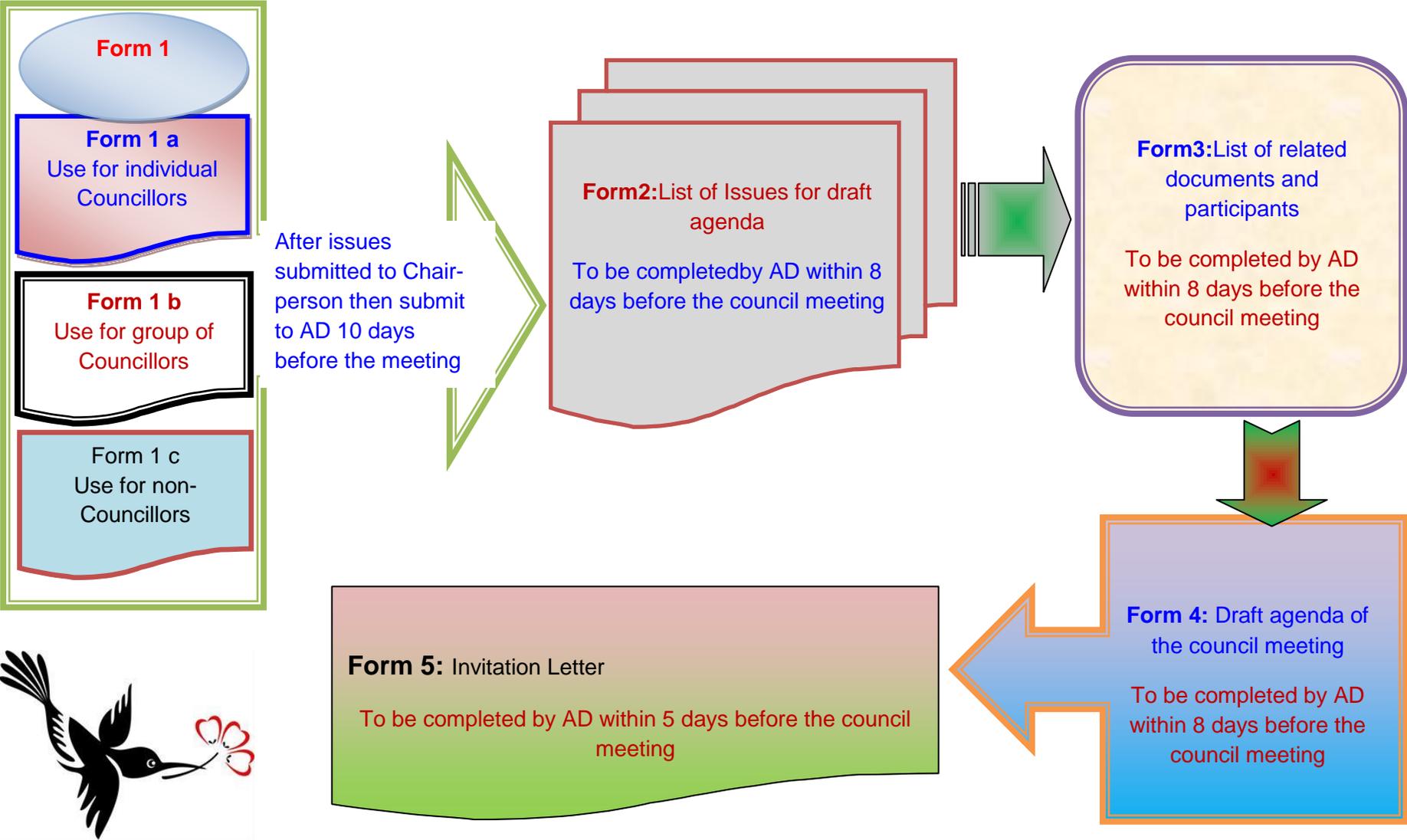
***Note 3:*** *The coach should emphasize to coaches that all Forms may be adjusted if necessary.*

**Wrap up and conclusion (20mn)**

The coach summarizes key learning points (see diagram of forms flow below).The coach confirms the schedule for the next coaching session.

Coaching Schedule

# Diagram on Forms Flow



## Session 3: Delivering and Disseminating Invitation, Draft Agenda and Relevant Documents (TD, Part 1, Step 3)

<b>Topic</b>	Delivery and dissemination of invitations, draft agendas and relevant documents	<b>Tools and Reference</b>
<b>Objective</b>	At the end of this session, coaches will understand the importance of delivering and disseminating invitations and relevant documents to stakeholders well in advance.	
<b>Coachee (s)</b>	Chairperson, Deputy Governor responsible for information dissemination (DG) and Administration Director (AD)	
<b>Duration</b>	1h15mn	
<b>Process (1h)</b>	<p><b>Brainstorming (1h)</b></p> <p>The coach asks:</p> <ul style="list-style-type: none"> <li>▪ Why is it important to deliver and disseminate invitations and relevant documents well in advance?</li> </ul> <p>The coach makes a list of answers on the flipchart.</p> <p>The coach asks coaches the question:</p> <ul style="list-style-type: none"> <li>▪ From your experience, how many days in advance are invitations and relevant documents delivered to participants?</li> </ul> <p>The coach makes a list of answers on the flipchart.</p> <p>The coach asks coaches the question:</p> <ul style="list-style-type: none"> <li>▪ How do you disseminate invitations and relevant documents to stakeholders?</li> </ul> <p>The coach makes a list of answers on the flipchart.</p> <p>The coach introduces possible ways to disseminate information about council meetings as mentioned in OM Part 1, Step 3:</p> <ul style="list-style-type: none"> <li>• Public information boards</li> <li>• Commune/Sangkat information boards</li> <li>• Local media (radio, journalist...)</li> <li>• Local civil society organizations</li> </ul> <p>The coach emphasizes that, in addition to the OM, Part 1, Step 3, there are ways to disseminate information such as at public ceremonies, etc.</p> <p>The coach and coachees agree on possible ways and appropriate time for delivering and disseminating information.</p>	TD,Part 1, Step 3
<b>Wrap up and conclusion (15mn)</b>	The coach summarizes key learning points and confirms the schedule for the next coaching session.	Coaching schedule

## **Part 2: Conducting Council Meetings**

## Session 1: Approval of Draft Agenda and Previous Minutes (TD, Part 2, Step 3 &4)

Topic	Approval of draft agenda and previous minutes	Tools and References
<b>Objective (s)</b>	At the end of this session, coaches will be able to use their rights to propose changes to the draft agenda and previous minutes.	
<b>Coachee (s)</b>	All councillors	
<b>Duration Process (45mn)</b>	<p data-bbox="386 483 1185 525">1h</p> <p data-bbox="386 556 1185 672">The coach emphasizes that the council must approve a draft agenda and the minutes of its previous meeting based on the council’s internal regulation.</p> <p data-bbox="386 714 1185 745">The coach asks coachees:</p> <ul data-bbox="435 787 1185 1060" style="list-style-type: none"> <li>▪ From your experience, what part have you played so far when the council is approving the draft agenda and previous minutes?</li> <li>▪ What are your rights as a councillor regarding the approval of a draft agenda and previous minutes?</li> <li>▪ What are challenges in exercising your rights? How could you overcome those challenges?</li> </ul>	TD, Part 2, Steps 3 and 4
<b>Wrap up and conclusion (15mn)</b>	<p data-bbox="386 1102 1185 1218">The coach makes a list of answers on a flipchart with one list for approval of a draft agenda and a separate list for approval of previous minutes.</p> <p data-bbox="386 1260 1185 1407">The coach reflects with coaches on their answers regarding their rights, challenges and solutions. Then the coach links the answers with TD Part 2, Steps 3 &amp; 4 (rights of councillors and the process of approving a draft agenda and previous minutes).</p> <p data-bbox="386 1417 1185 1480"><b>Note:</b> Coach should focus on the rights of the councillor as laid down in the TD rather than challenges and solutions.</p> <p data-bbox="386 1491 1185 1564">The coach summarizes key learning points and confirms next coaching schedule with the Chairperson.</p>	Coaching Schedule





- Explaining what needs to be done in regard to the topic

**Reflection and Feedback: (20mn)**

After the role play, the coach asks coachees (actors and observers) to reflect, discuss and give feedback by asking:

- What went well?
- What needs to be improved?
- Did women have a chance to participate in the discussion?
- Impressions from the actors

The coach synthesizes the feedback from the observers. The coach asks coachees to agree on actions to be taken and follows up in the next council meeting.

**Wrap up and conclusion (15mn)**

The coach summarizes key learning points of the debate and decision-making process and confirms the next coaching schedule.

Coaching Schedule

## Session 4: Role of Chairperson in the Debate and Decision-Making Process (TD, Part 2, Step 6)

<b>Topic</b>	Role of Chairperson in the debate and decision-making process	<b>Tools and References</b>
<b>Objective (s)</b>	At the end of this session, the coachee is able to identify his/her roles in facilitating the debate and decision-making process.	
<b>Coachee (s)</b>	Chairperson	
<b>Duration</b>	40mn	
<b>Process (30mn)</b>	<p><b>Note:</b> this session should be conducted immediately after Session 3.</p> <p><b>Discussion (30mn)</b></p> <p>The coach asks the Chairperson to share his/her opinion in facilitating the debate and decision-making process from the previous council meeting and role play in Session 3 (If there was no role play in Session 3, skip this point).</p> <p>The coach makes a list of all answers of the Chairperson on flipchart.</p> <p>The coach asks the Chairperson:</p> <ul style="list-style-type: none"><li>▪ Is there any part s/he is not satisfied with? Would like to do differently?</li></ul> <p>The coach makes a list of all the Chairperson's answers on a flipchart.</p> <p>The coach and the Chairperson agree on next steps for coaching on the debate and decision-making process based on the answers on the flipchart.</p> <p>The coach follows up in the next council meeting.</p>	
<b>Wrap up conclusion (10mn)</b>	The coach summarizes key learning points and confirms the next coaching schedule.	Coaching Schedule

## Session 5: Question, Answer and Comment Period (TD, Part 2, Step 7)

<b>Topic</b>	Question, answer and comment period	
<b>Objective</b>	At the end of this session, coaches have a better understanding of the importance of the question, answer and comment period.	<b>Tools and Reference</b>
<b>Coachees</b>	All councillors	
<b>Duration</b>	40mn	
<b>Process (30mn)</b>	<p><b>Brainstorming (30mn)</b></p> <p><b>The Coach asks coaches the question:</b></p> <ul style="list-style-type: none"> <li>▪ Why should councillors include a question, answer and comment period in the draft agenda?</li> </ul> <p>The coach makes a list of answers and clarifies with coachees that a question, answer and comment period:</p> <ul style="list-style-type: none"> <li>• provides opportunity to female and male citizens, civil society representatives and commune/sangkat councillors to ask questions and provide immediate feedback on issues discussed and decided during the council meeting.</li> <li>• is a mechanism for civic engagement, which contributes to holding councils accountable for the decisions they make and how those decisions are implemented.</li> </ul> <p>Coach asks coachees the question:</p> <ul style="list-style-type: none"> <li>▪ How do you promote a question, answer and comment period to citizens, civil society organizations and commune/sangkat councils?</li> </ul> <p>The coach makes a list of answers on the flipchart. The coach emphasizes that a question, answer and comment period can be promoted through:</p> <ul style="list-style-type: none"> <li>• Information boards</li> <li>• Commune council meetings</li> <li>• Provincial/Municipal/District meetings</li> <li>• Public forums</li> <li>• Consultative meetings</li> <li>• Councillors telling their neighbours</li> <li>• Etc...</li> </ul> <p>The coach and coachees agree on the next action to be taken.</p>	<p>Draft agenda</p> <p>TD, Part 2, Step 7</p>
<b>Wrap up conclusion (10mn)</b>	The coach summarizes key learning points and confirms the next coaching session.	Coaching schedule

## Session 6: Question, Answer and Comment Period (TD, Part 2, Step 7)

<b>Topic</b>	Question, answer and comment period	
<b>Objective</b>	At the end of this session, coachees have better understanding in facilitating a question, answer and comment period.	<b>Tools and Reference</b>
<b>Coachees</b>	Chairperson and Administration Director (AD)	
<b>Duration</b>	1h	
<b>Process (50mn)</b>	<p><b>Introduction (10mn)</b></p> <p>Coach asks coachees:</p> <ul style="list-style-type: none"> <li>▪ Why is the <b>Question, Answer and Comment</b> period important?</li> </ul> <p>Coachees share their understanding.</p> <p>The coach introduces the following points:</p> <ul style="list-style-type: none"> <li>• The question, answer and comment period is not required by law, but a council may choose to include it in the draft agenda of the council meeting.</li> <li>• It provides opportunity to female and male citizens, civil society representatives and/or commune/sangkat councillors to ask questions and provide immediate feedback on issues discussed and decided during the council meeting.</li> <li>• It is a mechanism for civic engagement, which contributes to holding councils accountable for the decisions they make and how those decisions are implemented.</li> </ul> <p><b>Brainstorming(40mn)</b></p> <p><b>The coach asks coachees:</b></p> <ul style="list-style-type: none"> <li>▪ How do you facilitate the question, answer and comment period?</li> <li>▪ How do you encourage female and male citizens, Civil Society Organizations, Commune Councils to raise their issues, questions and comments?</li> </ul> <p>The coach makes a list of answers and asks coachees to read and discuss about the question, answer and comment periods in the TD on Council Meetings (Part 2, Step 7) by focusing on the roles and responsibilities of the Chairperson and AD.</p> <p>The coach asks coachees:</p> <ul style="list-style-type: none"> <li>▪ Besides the activities discussed in TD, what else can you do to facilitate the question, answer and comment period?</li> </ul> <p>Coach and coachees agree on the next action to be taken.</p>	<p>TD, Part 2, Step 7</p> <p>Draft agenda</p> <p>TD, Part 2, Step 7</p> <p>Coaching schedule</p>
<b>Wrap up conclusion (10mn)</b>	The coach summarizes key learning points and confirms the next coaching session.	

## Session 7: Other Issues (TD, Part 2, Step 8)

Topic	Other issues	Tools and Reference
<b>Objective</b>	At the end of this session, coachees have common understanding on the other issues session of a council meeting and the difference between other issues and question, answer and comment period.	
<b>Coachees</b>	Chairperson and Administration Director (AD)	
<b>Duration</b>	1h	
<b>Process (50mn)</b>	<p><b>Brainstorming(10mn)</b></p> <p>The coach asks coachees:</p> <ul style="list-style-type: none"> <li>▪ From your understanding, what issues can be raised during this session (TD, Part 2, Step 8)?</li> <li>▪ What is the difference between the question, answer and comment period, and other issues?</li> </ul> <p>The coach makes a list of answers on flipchart.</p> <p><b>Discussion(40mn)</b></p> <p>The coach asks coachees to read TD, Part 2, Step 8.</p> <p>The coach clarifies the differences between the question, answer and comment period, and other issues by stating:</p> <ul style="list-style-type: none"> <li>• <i>The other issues session provides an opportunity for female and male councillors, the board of governors, governor or administration director to inform the council about issues that were not already discussed in the meeting. Other issues include information items such as activities taking place in the area, official delegation visits and donor development programs.</i></li> <li>• <i>The question, answer and comment period provides opportunity to female and male citizens, civil society representatives and commune/sangkat councillors to ask questions and provide immediate feedback to the council on issues discussed and decided during the council meeting.</i></li> </ul> <p>The coach discusses with coachees the agreed action to be taken in the next meeting.</p>	Draft agenda
<b>Wrap up conclusion (10mn)</b>	The coach asks coachees to summarize the key learning points and confirms the next coaching schedule.	TD, Part 2, Step 8  Coaching Schedule

## Session 8: Closed Meeting and Extraordinary Meeting

<b>Topic</b>	Closed meetings and extraordinary meetings	<b>Tools and Reference</b>
<b>Objective</b>	At the end of this session, coachees have a better understanding about closed meetings and extraordinary meetings.	
<b>Coachees</b>	All councillors and Administration Director (AD)	
<b>Duration</b>	1h30mn	
<b>Process (1h15mn)</b>	<p><b><i>Introduction (10mn)</i></b></p> <p>There are two types of council meetings: ordinary meetings and extraordinary meetings. Both types of meeting must be conducted in public unless there is reason for the council to close part of an ordinary or extraordinary meeting. A closed meeting is not open to the public.</p> <p><b><u>Closed Meeting</u></b></p> <p><b>Brainstorming (25mn)</b> The coach asks coaches the question:</p> <ul style="list-style-type: none"> <li>▪ Why do councils conduct closed meetings?</li> </ul> <p>The coach makes a list of answers on a flipchart and clarifies the points stated in TD (Part 2).</p> <p><b><u>Extraordinary Meeting</u></b></p> <p><b>Brainstorming (40mn)</b></p> <p>The coach asks coaches the question:</p> <ul style="list-style-type: none"> <li>▪ What is an extraordinary meeting?</li> </ul> <p>The coach makes a list of answers and explains to coachees that an extraordinary meeting is an unscheduled council meeting that has one of two purposes. An extraordinary meeting may have the purpose of discussing an urgent issue (e.g. flood, epidemic, food shortage...) or it may have the purpose of discussing a special issue (e.g. council's annual budget, the council's 5-year or annual plan, a draft bylaw...)</p> <p>The coach asks coachees the question:</p> <ul style="list-style-type: none"> <li>▪ How should an extraordinary meeting be conducted?</li> </ul> <p>The coach makes a list of answers and summarises the points stated in TD.</p> <p>The coach clarifies with coachees to ensure their understanding on the concept of extraordinary meetings.</p> <p><b>Note:</b> To ensure coaching quality, the coach should divide councils in to small groups.</p> <p>The coach asks coachees to summarize the key learning points.</p>	<p>Organic Law Art. 68,77, 157, Sub-degree 216 Art.71,73,86 ,133, 135, 147, Internal Rules-Art. 1,4,24, 25,30</p> <p>TD, Part 2</p> <p>Summary sheet on extraordinary meetings</p> <p>Coaching Schedule</p>
<b>Wrap up conclusion (15mn)</b>	The coach asks coachees to summarize the key learning points.	Coaching Schedule

## Summary Sheet on Extraordinary Council Meetings

An **extraordinary meeting** is an unscheduled council meeting that has one of two purposes. An extraordinary meeting may have the purpose of discussing an **urgent issue** or it may have the purpose of discussing a **special issue**.

### How an extraordinary meeting is called

- An extraordinary meeting may be called by:
  - the council chairperson, or
  - one-third of all councillors.
- In addition, according to the Model Internal Rules, the governor or board of governors may call an extraordinary meeting to discuss an urgent issue.

### Extraordinary meetings generally held in public

- Just like an ordinary meeting, extraordinary meetings must be held in public unless there is good reason to close part of the meeting to the public.
- In addition, every effort should be made to publicly disseminate information about the extraordinary meeting as soon as possible so that the meeting is transparent and the public may attend and observe debate and decision-making regarding the issues.
- It is suggested that a meeting invitation, draft agenda and relevant documents be delivered 2-5 days before an extraordinary meeting if the meeting is regarding as an urgent issue.

### Extraordinary meetings for urgent issues

- An **urgent issue** is an issue that cannot wait for the council's next ordinary meeting, such as a natural disaster.
- For extraordinary meetings regarding urgent issues, it may not be possible to give councillors 2 days advance notice of the meeting in writing, as required in the Model Internal Rules. It is suggested that where 2 days notice is not possible, the council instead deliver invitations by telephone or other means.

### Extraordinary meetings for special issues

- A **special issue** could be an issue that would take up too much time in an ordinary meeting, for instance:
  - Developing a strategy and mechanisms to promote economic development in the area
  - Revising responsibilities and job descriptions of personnel in Divisions or Offices, in accordance with the applicable legal framework
  - Reviewing and approving the council's development plan and budget.

**For possible agenda items and examples of urgent and special meetings**, please refer to TD on page42-44.