

**Strategies/Guidelines for Village Forest
Development Societies (VFDS)**

For

**Implementing Forest Ecosystem Management Plan
(FEMP) Under Participatory Forest
Management (PFM) Mode**

JICA Assisted

**Project for Improvement of Himachal Pradesh Forest
Ecosystems Management & Livelihoods (PIHPFEM&L)**

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1. Introduction

Village Forest Development Societies (VFDS) are formed at ward level under “Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods (PIHPFEM&L)” and are registered under Section 6 of the H.P Societies Registration Act, 2006 for Participatory Forest Management (PFM) with a view to;

- manage and enhance the forest area ecosystems selected for participatory management by sustainable forest ecosystem management, biodiversity conservation and livelihoods improvements as desired by the society through a micro-planning process
- identify and set up requisite measures and enabling conditions that support participatory planning, effective implementation of activities mentioned in the micro plan and monitoring and;
- evaluation processes that result in best utilization of resources and to undertake such other activities as are incidental to or conducive to the attainment of the above objectives in a sustainable manner.

The Ward Level micro plans have been prepared with active participation of the entire stakeholder including the cross section of the community members. Forest Eco-system Management Plan (FEMP) and Livelihood Improvement Support have been included as sub-plans in the micro plans. VFDS will primarily be responsible for implementing FEMP under Participatory Forest Management (PFM) Mode with the support of Field Technical Units (FTU) and Divisional management Units (DMU) under the project.

Therefore, a need was felt to equip VFDS with micro level action points so as to facilitate them to function effectively and efficiently in carrying out implementation process smoothly. The present guidelines/implementation strategies have been formulated to help VFDS to further plan and refine their actions with regard to implementation, monitoring, quality and management of the processes to be carried at local level.

2. Discussion on Micro Plan/Forest Ecosystem Management Plan (FEMP)

2.1. Field Technical Unit (FTU) will conduct a meeting with Executive Committee (EC) of Village Forest Development Society (VFDS) for scheduling an action plan for implementing the planned activities in micro plan. FTU will also advise EC for calling General Body Meeting (GBM) of VFDS members.

2.2. Member Secretary of VFDS on behalf of the President will call a General Body Meeting (GBM) of its members well in advance at a given time and place to share the tentative action plan as discussed in EC meeting and to pass a resolutions on various aspects with regard to planning and implementation of the approved micro plan.

- 2.3. A required quorum will be maintained in GBM with a view to ensure effective participation of VFDS members in decision making process. The quorum of the meeting shall be two- third of the total number of members, out of which 50 % should mandatorily be female members.
- 2.4. FTU along with EC members will present the approved micro plan in the house in general and Forest Ecosystem Management Plan (FEMP)including Convergence Planof the micro plan in particular focussing on “Sustainable Forest Management by Participatory Forest Management (PFM) Mode“.
- 2.5. FTU will clearly explain the concept of Participatory Forest Management (PFM) Mode adopted under the project focussing on;
- What is Participatory Forest Management (PFM) Mode?
 - What is the purpose of PFM Mode?
 - How PFM Mode is different than Departmental Mode?
 - How to implement FEMP in PFM Mode?
 - How to monitor FEMP works in PFM Mode to ensure quality?
 - What are the expected results of PFM Mode?
 - How PFM Mode will lead to sustainable forest and ecosystem management in the local area?
- 2.6. FTU and EC members will also share the tentative schedule of action plan for implementation of FEMP in GBM as discussed in FTU and EC meeting for confirmation. The appropriate changes in action plan will be made as to be decided in GBM meeting to finalise the same.
- 2.7. Major issues related to action plan will focus on the following aspects;
- Prioritising the activities for implementation as scheduled in FEMP
 - Rescheduling the activities for implementation as mentioned in FEMP if required on yearly basis considering various current constraints.
 - Rescheduling the activities on sesonal basis for the year-1
 - Availability of labour to be required for implementing various activities
 - Availability of local material and means to be required for implementation of activities
 - Information on agencies/line departments involved in similar type of interventions for creating convergence
 - Other relevant issues

2.8. Decisions taken in GBM will be recorded and a formal resolution will be passed for implementation of project activities.

2.9. The resolution passed by VFDS for implementation of project activities will be duly signed, stamped and submitted to Divisional Forest Officer (DFO) who is also Incharge Divisional Management Unit (DMU) Office under the JICA assisted project **(PIHPFEM&L)**

3. Selection of VFDS Representatives for Planning & Implementation

3.1. Ward Facilitators will be engaged at VFDS level and will function as an interface between VFDS, FTU, DMU and Common Interest Groups (CIGs)/ Self-help Groups (SHGs) established at wards. The facilitators shall provide the day to day guidance to the VFDS in planning and implementation of the project interventions while helping them to maintain records and hold regular meetings. The services of Ward facilitators will be utilised by the respective VFDS in the following areas.

- To facilitate community mobilization and group formation of community institutions
- To assist the project in organizing training sessions for VFDS/ BMC members and CIG/ SHGs.
- To facilitate coordination with the stakeholders
- To facilitate linkages with the financial or other related institutions for IGA activities
- To provide guidance to VFDS/ BMC members, and CIG/ SHGs in holding meetings, maintaining records, planning and implementation of the project interventions and record keeping
- To execute other tasks as requested by the project management.

3.2. However, the duration of Ward Facilitators will be 3 years. Therefore 4th year onwards, the VFDS shall take a decision whether to continue their engagement and decide on the amount of honorarium. Also, 4th year onwards, the honorarium shall be borne by the VFDS. Therefore, it would be quite necessary for VFDS to develop and engage the local cadre community representatives with a view to ensure its institutional sustainability.

3.3. In this context FTU will advise VFDS to identify/select 3 members in GBM who will assist VFDS/FTU to execute the phase wise activities and also sign in the relevant documents as to be required during implementation of Forest Ecosystem management Plan. VFDS representatives will consist of;

- Planning Representative: responsible for facilitating preparation of plan & estimate for implementation of FEMP works
- Supervision Representative: responsible for supervision and verification of work, writing work measurement notebook (WMNB), preparation of voucher/muster roll, etc.
- Payment Representative: responsible for facilitating payment against procurement of goods/services as well as total payment against labour & material components.

3.4. FTU and the Executive Committee (EC) of VFDS will agree to the eligibility criteria for selecting the representatives well in advance to GBM such as;

- Qualified adequately to take over the responsibility
- Willing to work as representative on voluntary basis
- Having time to work as VFDS representative
- Interest in development of village environment
- Attained higher degree of credibility in the village
- Believes in participatory approach
- Can maintain higher degree of transparency
- Others

3.5. The representatives may or may not be Executive Committee members depending upon the decision of the house considering the set eligibility criteria for their selection

3.6. Women members may be encouraged to work as VFDS representative if they find the same convenient for themselves.

3.7. FTU will equip the selected representatives with the required capacities and tools (books, formats, voucher, muster roll, etc.) to facilitate effective delivery of the expected outputs.

3.8. VFDS representatives will closely work with Forest Guard/Beat Officer in carrying out the specified tasks.

3.9. Ward Facilitators will assist VFDS representatives in carrying out various tasks for effective implementation of the project activities.

4. Site Specific Planning of FEMP Activities

4.1. Preparation for site specific planning

- 4.1.1. The activities planned under FEMP will be revisited for more specific planning and preparation of plan & estimate for approval by Head of DMU and implementation.
- 4.1.2. A Site Specific Planning Team (SSPT) will be formed under the directives of DMU consisting of members from FTU and VFDS Executive Committee, Planning Representative, Ward Facilitators and CIG members if other than VFDS.
- 4.1.3. DMU will prepare the formats for collecting required data for planning and preparation of plan & estimate for the selected sites. The proposed formats for data collection and preparation of plan & estimate have been provided for review and finalisation by DMU. DMU may make modifications in the formats as per their requirement.
- 4.1.4. DMU will orient SSPT members on different formats and the required tools to be applied for collecting information and preparation of plan & estimate.

4.2. Assessment of the site/s

- 4.2.1. SSPT will visit the selected site/s for conducting field investigation and site specific planning with the basic tools including measurement tape, system for locating GPS coordinates, slope measurement tool such as A-frame, etc.
- 4.2.2. The team will delineate the site and will make assessment of the critical aspects required for specific planning such as;
 - Site slope: Low, Medium, High)
 - Drainage line (Direction of runoff flow including gully/stream (small, medium and large)
 - Soils: Black, loam, sandy, sandy-loam or any other category as followed in Himachal Pradesh Forest Department (HPFD) along with soil depth
 - Soil erodibility: Low, Medium, High
 - Existing vegetative cover along with rootstocks : Herbs, Shrubs, Grasses, and Trees
 - Existing structures: type, functional/dysfunctional, purpose
 - Others

4.2.3. SSPT will depict the above mentioned site characteristics on chart paper and will prepare a resource/land use map using Participatory Rural Appraisal (PRA) method.

4.3. Mapping soil & water conservation (SWC) interventions

In principle, the soil moisture conservation (SMC) work or the soil water conservation (SWC) work to be covered in the Project aim to improve degraded forest lands, soil, water and soil moisture conditions of treatment areas and their surrounding forest areas including pasturelands. For the SWC works in PFM mode, uncomplicated works shall be required as the local community without any expertise of civil engineering shall work for this component.

4.3.1. SSPT will identify the specific locations where different treatment with regard to soil & moisture/water conservation, drainage line treatment and land slide control structures works will be required including;

- Soil-moisture conservation measures
- Soil & water conservation measures
- Gully/stream control structures
- Locations for runoff harvesting- water conservation structures
- Land slide control structures
- Boundary wall/ pillars
- Others

4.3.2. Identified locations with regard to soil & moisture/water conservation, drainage line treatment and land slide control related interventions will be further defined in terms of the type of structure to be adopted for each of the locations such as described in the table below.

Table: SWC Works Measures for Sustainable Forest Management

Slope	Soil erodibility	Soil water conservation/land slide control measures
Low	Low soil erosion (Sheet or Rill)	<ul style="list-style-type: none"> • Contour wattling [live hedge, which is composed with trench, banking, planting on banking • Contour/Staggered trench • Runoff harvesting structure
Low to medium	Low to medium soil erosion (small gully/stream)	<ul style="list-style-type: none"> • Vegetated Palisade Wall • Live check dam • Brush wood check dam • Small Dry stone check dam • Runoff harvesting structure

Medium to high	Severe soil erosion (Medium Gully/stream)	<ul style="list-style-type: none"> • Small Dry stone check dam • Gabion structure • Masonry check dam
High	Severe erosion (Land slide)	<ul style="list-style-type: none"> • Dry stone protection wall • Gabion structure • Masonry protection wall

4.3.3. The identified locations along with type of structure with regard to soil & moisture/water conservation, drainage line treatment and land slide control measures will be depicted on the resource/landuse map prepared by SSPT. The map so prepared will be called as a treatment map for soil & water works.

4.3.4. The selection of soil & moisture/water conservation, drainage line treatment and land slide control structures will also be guided based on the **recommendations of the external studies on “Survey and Mapping” and Technical Study on “Soil & Water Conservation” planned under the project.**

4.3.5. However, the type of structures needs to be selected based on technical appropriateness, availability of construction material, existing construction skills and cost involved.

4.4. **Mapping Plantation/Afforestation Interventions**

4.4.1. FTU in consultation with DMU will decide the category of forest development from amongst the following ones and explain the same to other partners of SSPT.

- Improvement/ Densification of Moderately Dense Forests
- Afforestation/ Improvement of Open/ Scrub Forests
- Rehabilitation of Forest Areas Infested with Invasive Species
- Improvement of Pastures/ Grasslands
- Forestry Intervention at Outside of Forest Areas

4.4.2. FTU will guide the other members of SSPT on detailed technical aspects of the above mentioned forest development categories based on the **Manual for Field Workers on Participatory Forest Management** circulated by Project Management Unit (PMU).

4.4.3. SSPT will decide the most appropriate plantation model for the site and will identify the patches/locations suited for different species under the above mentioned categories.

- 4.4.4. The preference should be given to the village community for selecting the species considering their needs related to fuel wood, fodder, Non-timber forest produces (NTFP), timber, etc.
- 4.4.5. The identified locations along with species will be depicted on the resource/land use map prepared by SSPT. The map so prepared will be called as a treatment map for plantation/afforestation.
- 4.4.6. The resource/land use and treatment maps finalised by SSPT for soil & water conservation and plantation/afforestation will be triangulated with the **Geographical Information System (GIS) maps to be prepared for the site by an external agency.**
- 4.4.7. The existing resource/land use and treatment maps finalised after detailed discussion between SSPT and the external agency involved in conducting the mapping study will be shared to DMU for review, finalisation and approval.
- 4.5. **Plan & estimate preparation**
- 4.5.1. After the treatment map is finalised by DMU, representatives of SSPT including Planning Representative along with Forest Guard/Beat Officer/Deputy Range Officer involving Ward Facilitators will prepare plan & estimate of the selected activity in the prescribed format and will share the same to VFDS.
- 4.5.2. SSPT will carry out a detailed measurement exercise for soil & moisture/water conservation, drainage line treatment and land slide control measures along with species to be planted as presented in the final treatment maps.
- 4.5.3. The measurement will lead to average size/volume of work for the planned structures along with tree/shrub/grass species and the same will be tabulated as presented below. The findings will be compared to the corresponding information as provided in FEMP under micro plan.

Table: Plan & Estimate for SWC Works Measures

SWC Activities	Average volume of work (cum)	No of structures	Difference with FEMP
Contour wattling(Hedge)			
Contour/Staggered trench			
Vegetated Palisade Wall			
Live check dam			
Brush wood check dam			

Dry stone check dam			
Gabion structure			
Masonry check dam			
Dry stone protection wall			
Masonry protection wall			
Runoff harvesting structure			
Others			

Table: Plan & Estimate for Plantation/Afforestation

Plantation/Afforestation Activities	Area covered (Ha)	Number of plants	Difference with FEMP
Species-1			
Species-2			
Species-3			
Species-4			
Species-5			

- 4.5.4. If there is a substantiate difference in findings as compared to FEMP, the same may be forward to DMU for review, finalisation and approval.
- 4.5.5. The cost estimates will be modified as compared to FEMP if the change in type and number of structures and planting material is observed. However, the schedule of rate (SOR) may remain same as the same is followed across HPFD.
- 4.5.6. The revised plan & estimate dully signed jointly by Planning Representative and Beat Officer/VFDS Treasurer will be submitted by VFDS to DMU for approval.
- 4.5.7. The investigation output of SSPT will be incorporated in micro plan/ FEMP after discussion in GBM and approval of DMU and will be the basis for implementation of the selected activity.
- 4.5.8. DMU may involve FTU staff and/or outside agency (Including the Concerned Government Departments) in preparation of plan & estimate subject to the degree of technical requirement.

5. Scheduling implementation plan

- 5.1. FTU and Executive Committee of VFDS will revisit the annual work plan as covered in FEMP to make the implementation schedule more realistic.
- 5.2. The revised implementation schedule will incorporate all social and natural

constraints to be faced by VFDS in meeting the labour requirement and availability of EC members such as festivals, wedding season, snowfall, rainfall and others.

- 5.3. Scheduling of planned interventions will be decided by VFDS based on their priorities and technical requirements. Multiple activities can be managed by VFDS simultaneously.
- 5.4. A detailed work calendar will be developed by VFDS in consultation with FTU which will be approved by DMU including the details as mentioned in the table below. The list of tasks has to as exhaustive as possible so as to cover even the small tasks in absence of which some other tasks may get retarded.

Work Schedule: An Example

Tasks	Months (Year 2020-21)											
	J	F	M	A	M	J	J	A	S	O	N	D
GBM for work initiation	XX											
Forming and training SSPT		XX										
Site specific Planning		XX	XX									
Tendering process			XX									
Arrangements of material			XX	XX								
Executing SWC work					XX	XX				XX	XX	XX
Other												
Other												
Other												

6. Implementation Arrangements

- 6.1. VFDS will decide on whether the implementation work will be carried out by its members themselves (In case the activity involves only labour component) or part/whole activity will be implemented by the external contractor/s.
- 6.2. Even if the comparative feasibility is brighter for utilisation of mechanised system in lieu of labour, that will also be decided by VFDS in the GBM.
- 6.3. VFDS in consultation with DMU will float a tender or ask for quotations as per the norms in case the external contractor is to be involved in implementation of part/whole activity. The Concerned DFO may also initiate the process of tender, quotation, etc., if that is resolved in the respective VFDS General Body Meeting.
- 6.4. Time for completion of SWC works, especially of in-situ SMC works, must be prior to the planting activities in order to achieve better survival and growth of seedlings to be planted.

- 6.5. Planting material will be arranged from the Central/Range Level nurseries raised under the project. In case the species are planned to be planted are non-existent in the centralised nurseries, VFDS may approach other sources to get the planting material or else the new nurseries can be raised locally through FTU.
- 6.6. FTU and VFDS will jointly arrange for the tools/equipment and other material required for construction/plantation activities in case the execution work is managed by VFDS itself.
- 6.7. VFDS will ask for 3 quotations from the supplier of construction/plantation material for procurement.
- 6.8. Labour arrangement will be made by VFDS from its members only. In case VFDS members are not available for labour work, the decision will be taken in GBM to hire labour from other areas.

7. Implementation Monitoring and Quality Control

7.1. VFDS in consultation with FTU will identify critical indicators for progress monitoring and quality control of the implementation process. A tentative list of indicators may include;

7.1.1. Quantitative Indicators

- Number of wage labourers- planned vs engaged (daily basis)
- Number of skilled workers- planned vs engaged (daily basis)
- Output of individual labour – planned vs achieved (daily basis)
- Output of skilled worker – planned vs achieved (daily basis)
- Total output of wage labourers- planned vs achieved (daily basis)
- Total output of skilled workers- planned vs achieved (daily basis)
- Output of mechanised operations if used- planned vs achieved (daily basis)
- Others- as to be decided in consultation with DMU
- Overall work output - (periodic basis such as weekly, fortnightly)

7.1.2. Qualitative Indicators for Soil & Water Conservation Works

- Required dimensions of the structures as designed
- Compacting loose soil in earth works
- Adequate depth of foundation for different structures
- Use of quality stones dry stone masonry
- Use of bigger size quality stones for gabion structures
- Use of recommended mixture of sand and cement in masonry structures
- Use of appropriate vegetative measures

- Other- as practised in HPFD
- Other- as practised in Soil Conservation, Public Works Department (PWD) and Irrigation Departments
- Other- as to be recommended by the external agency to be engaged for conducting study on SWC works.

7.1.3. Qualitative Indicators for Plantation Activities

- Required growth of the seedling/sapling to be planted
- Required size of the pits
- Layout of planning pits along contour line or opposite to the direction of slope
- Compacting loose soil on pit embankments
- Cleaning the soil to refill in the pits
- Mulching in or around planted tree as advised by DMU
- Other- as practised in HPFD

7.2. DMU will prepare the formats for monitoring quantitative and qualitative indicators for plantation/afforestation works as per the norms followed in HPFD.

7.3. Soil & Water Conservation Expert from Project Management Consultant (PMC) will develop the guidelines on construction management covering progress and quality control monitoring. In addition, the external study on soil & water conservation will recommend guidelines for quality monitoring.

7.4. Monitoring team will consist of the Supervision Representative and Forest Guard/Beat Officer involving the Ward Facilitators. Supervision Representative along with Forest Guard/Beat Officer involving the Ward Facilitators will assist VFDS in supervising the work as per the monitoring indicators and frequency suggested for monitoring various components of the task.

7.5. Supervision Representative along with Forest Guard/Beat Officer involving the Ward Facilitators will be responsible for verifying the work physically and take measurements of the work.

7.6. Supervision Representative will assist the Member Secretary or Treasurer of VFDS and/or Forest Guard in writing work measurement notebook (WMNB) and to prepare voucher/muster roll.

7.7. VFDS will use the formats for voucher, muster roll and attendance register as followed in HPFD.

7.8. VFDS Treasurer/Forest Guard and the Supervision Representative will jointly sign the measurement book, muster roll/voucher, monitoring report and will forward to

the VFDS for verification, cross checking and forwarding to DMU for approval and relasing the payment to the respective parties.

7.9. A tentative format to used for reporting monitoring and quality control may be developed by DMU on the following pattern.

Table: Daily Progress report

S. No	Name of the activity	Unit	Expected output	Achieved output
1.	No of labour engaged			
2.	No of skilled worker			
3.	Output wage labour			
4.	Output of skilled worker			
5.	Output of mechanised operations			
6.	Other			
7.	Overall output			

Table: Periodic Qualitative Monitoring of SWC Measures

S. No	Name of the activity	Good	Fair	Poor
1.	Required dimensions of the structures as designed			
2.	Compacting loose soil in earth works			
3.	Use of quality stones in dry stone masonry			
4.	Use of bigger size quality stones gabion structures			
5.	Recommended mixture of sand and cement in masonry structures			
6.	Use of appropriate vegetative measures			
7.	Others			

Table: Periodic Qualitative Monitoring of SWC Measures

S. No	Name of the activity	Good	Fair	Poor
1.	Required growth of the seedling/sapling to be planted			

2.	Required size of the pits			
3.	Layout of planning pits along contour line or opposite to the direction of slope			
4.	Compacting loose soil on pit embankments			
5.	Cleaning the soil to refill in the pits			
6.	Mulching in or around planted tree as advised by DMU			
7.	Other- as practised in HPFD			

7.10. Monitoring reports will be shared to the Executive Committee of VFDS daily/weekly/fortnightly as per the frequency decided for monitoring.

7.11. VFDS in consultation with FTU will take immediate action to take corrective measures.

8. Payment System

8.1. VFDS will open the bank account in a nationalised bank transaction of payment & receipts for implementation of the project activities.

8.2. VFDS will receive the measurement book, muster roll/voucher duly signed by the Member Secretary (Beat Officer) and Supervision Representative and will verify the same.

8.3. VFDS will also receive bill/s from the external contractor if involved at any stage of activity implementation.

8.4. It will be ensured at all levels that all the relevant taxes have been included in the bills/vouchers and deducted from the final bill.

8.5. Deposition of taxes, as applicable, after deduction will be the responsibility of the VFDS.

8.6. VFDS Treasurer will prepare a summary bill which will be jointly signed by the Payment Representative (measurement book, muster roll/voucher, monitoring report) to submit through VFDS to the DMU for approval

8.7. DMU will verify the bills as per the norms and, if satisfied, will transfer the money to VFDS account along with statement of the purpose the funds transferred.

8.8. The existing signatories will make payment to the respective parties through cheques or bank transfer.

8.9. Labour payment will be made by Payment Representative and Treasurer in presence of Executive Committee

8.10. VFDS will maintain ledger/register with regard to payment and receipt.

9. Transparency in Working

9.1. It is assumed that contractors may be involved for construction of permanent SWC structure whereas major part of the works under plantation will be executed by VFDS as per the FEMP. Therefore, VFDS will ensure transparency in measurement of the work outputs and making payments.

9.2. Before the withdrawal of funds from the VFDS Account, a resolution should be passed by the Executive Committee indicating the works done and amounts to be paid and recorded in the Minutes book. In the absence of such resolution neither no money should be withdrawn by the bank signatories.

9.3. The VFD President, as per the resolution of Executive Committee shall transfer the fund only through Cheque, bearing counter-signature of the Divisional Forest Officer or any other official from HPFD as to be decided by the respective DFO.

9.4. Once the required fund is withdrawn, the disbursement will be made by the Treasurer, as per the Executive Committee resolution.

9.5. Soon after withdrawal of funds VFDS Account it should be reported to the Executive Committee immediately not exceeding Two days period along with the passbook so as to ensure that the Executive Committee is aware of the funds withdrawn.

9.6. For all the works done by the VFDS a Muster Roll Register should be maintained on a permanent basis where the names of persons engaged in various works are mentioned, total payable to each should be noted and amount paid is recorded. The Treasurer who is the disbursing officer should sign this register.

9.7. The resolution passed for withdrawal of funds, the actual amount withdrawn giving the details of the cheque number and amount disbursed must tally. It will be the responsibility of the President and Treasurer to check this tally and record it in their diary.

10. Dealing with Irregularities

10.1. In case of detection of irregularities, the Divisional Forest Officer after proper enquiry shall fix up the responsibility for the improper quality and quantity of

works and the payments. A check-measuring officer will be deployed by DFO for verification.

- 10.2. If the check-measuring officer finds that the work recorded does not exist or is of poor quality or it does not agree with the measurements already recorded he shall correct the measurements and sign the items he checkmeasured.
- 10.3. The Individulas who recorded the original measurements wrongly should be called upon to explain the deviation/deficiencies and action as per department VFDS rules and other applicable Laws should be initiated. Payment will be limited to actual only.
- 10.4. If during test check, a non-existent/substandard work was noticed to have been check measured, the Individulas who conducted check measurement shall be held responsible. If this irregularity has been noticed after payment for the nonexisting/substandard work, the amount shall be recovered from the contractor or from the responsible member/members of the VFDS. Suitable disciplinary action will also be initiated against the checkmeasuring officer.
- 10.5. In case of detection of irregularities, the Executive Committee shall fix up responsibility on the Member/group of members of the VFDS, who were entrusted with the execution of the works. The President of the Executive Committee by a resolution shall also pass a recovery order for the misspent funds. These person/persons may be prosecuted under existing Law s as per the resolution of the General Body specially convened for this purpose.
- 10.6. The year-wise funds received, the list works carried out annually, expenditures incurred etc shall be prominently displayed in the village at an appropriate public place for all the villagers to

11. Conflict Management

- 11.1. There can be conflict on measurement and payment with the labour and the external contractors, these conflicts have to be resolved by VFDS in a transparent manner.
- 11.2. Many a times the conflicts arise because of misunderstanding and mismanagement. The frequent discussions and meetings solve this conflict in effective manner.
- 11.3. FTU members will be involved in resolving the conflicts arising from time to time in case VFDS find it difficult to manage the conflict managemnt at their own.

11.4. Conflict Management is an important role and responsibility of the EC in particular and of the Panchayat in general. There will be a Conflict Resolution Group (CRG), consisting of representatives of the concerned GP or local community-based organizations, a representative from local community and the concerned Assistant Conservator of Forests/Forest official.

12. Completion Report

12.1. VFDS will prepare and submit the completion report to DMU after all the implementation works soil & water/moisture conservation and plantation are completed. A tentative format for the completion report may be followed by DMU as presented below.

Table: Completion Report (Tentative)

S. No	Type of works	Unit	Planned target	Actual coverage	Planned budget (Rs.)	Budget realised (Rs.)
Soil & Water/Moisture Conservation						
•	Contour wattling (Hedge)					
•	Contour/Staggered trench					
•	Vegetated Palisade Wall					
•	Live check dam					
•	Brush wood check dam					
•	Dry stone check dam					
•	Gabion structure					
•	Masonry check dam					
•	Dry stone protection wall					
•	Masonry protection wall					
•	Runoff harvesting structure					
•	Others					
Plantation/Afforestation						
•	Species-1					
•	Species-2					
•	Species-3					
•	Species-4					
•	Species-5					

12.2. VFDS will also prepare the completed treatment map with locations of all interventions covered above and will submit the same to DMU.

12.3. VFDS will maintain the inventory register for reference, monitoring, impact assessment and maintenance of the assets created under FEMP.

13. Maintenance of Assets Created under FEMP

13.1. It is very important to maintain a record of the assets/resources generated under FEMP. Such assets and resources in field (forest, grass land, water tanks, water dams, water harvesting structures etc) and articles, purchased during the project period have to be managed and maintained properly.

13.2. This management shall be of permanent nature and transferred to the VFDS even after the expiry of the project period so that the VFDS can function on sustainable basis in the post project period as well.

14. Record Maintenance

14.1. Administrative Records

Minutes Book

The minutes of all the meetings of General Body, Executive Body and other meetings shall be maintained by the VFDS. The minutes are record of decision and discussions held during the meeting for effective implementation and management of FEMP.

Workbook

It is register of date wise record of all the works prescribed in the Annual Action Plan of the VFDS. It gives details of works and the physical measurements of the works done on a particular date. This will also records the status of the work done, its physical measurement and number of person-days created.

Procurement / Purchase Record

Quotation shall be called for the purchase of assets, equipment and services. Equipment like polythene packets, polypots, fertilizers and compost, seeds and seedlings barbwires, shade nets, sprinklers etc. are to be purchased and a record book (Inventory Log Book) shall be kept to record all purchases giving specific numbers to all items. All consumable items should be mentioned separately.

14.2. Asset Inventory

It is permanent record which will be maintained for immovable assets and movable assets created, vested, purchased, written off, donated, by any individual or organization to the VFDS for its official purposes. It is like stock register of the forest division where all the new purchases of tools, furniture, articles, stationery etc. are recorded and maintained as consumable and non-consumable items. The important records for FEMP works may include the following assets.

Table: Asset Inventory

Sr. No.	Title of Record
1	Record of Activities undertaken
2	Annual Implementation Plan
3	Asset Register
4	Forest Treatment Register
5	Meeting and Resolution Register
6	Muster Register
7	Receipt and Payment Register
8	Social Audit
9	Fixed Asset Register
10	Cash Book
11	Bank Book

15. Bills and Vouchers (As per Project Operational Manual)

15.1. The indicative formats for bills and vouchers to be used for FEMP works by VFDS are subject to approval by the respective DMUs.

15.2. Register of Cheques/Draft Received

Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.

REGISTER OF CHEQUES/DRAFT RECEIVED

SL. No.	Date of Receipt	Money Receipt		Whom Received	Chq./ Draft No.	Date	Name of the Bank
		No.	Date				
		(a)	(b)				
1.	2.	3.		4.	5.	6.	7.

Amount	Date of deposit in bank	Name of the bank in which deposited	Signature of the officer in charge	Date of collection of the cheque	Cash book Relevant Dr. item/ Vr. No.	Remarks
8.	9.	10.	11.	12.	13.	14.

15.3. Monthly Receipt

Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.

Book No.....

Receipt No.

Received with thanks form

The Sum of Rs.....Rupees.....

.....) by Cash / Cheque/ DD No.....

Account of

15.4. Stock Register of Money Receipts

Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.

Stock Register of Money Receipts

Date of Receipt	No. of books received	Book No.		Receipt Nos.		Signature of Officer in Charge	Date of issue
		From	No.	From	No.		
1.	2.	3.	4.	5.	6.	7.	8.

No. of books Issued	Book Nos.		Receipt Nos.		Signature of Officer in Charge	Remarks
	From	No.	From	No.		
9.	10.	11.	12.	13.	14.	15.

15.5. Register of Cheques Issued

Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.

REGISTER OF CHEQUES ISSUED

Date of Issue	Cheque Details	Name of Bank	Amount	Date of Delivery of Cheque	Remarks
1.	2.	3.	4.	5.	6.

15.6. General Voucher

Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.

GENERAL VOUCHERS

Project Code Vr. No. Vr.
 Date.....
 Location Code.....

Account Code		Head of Account narration	Debit amount	Credit amount
Division Code (GL Code)	Component Code (SL Code)			
		Total		

No. of entries

Pass for adjustment

Treasurer

President
VFDS

16. Convergence

- 16.1. The Executive Committee of VFDS along with FTU will reassess the Convergence Plan as covered under micro plan with a view to pinpoint the areas where convergence can be explored with line departments and other organisations working on the similar aspects at the local level.
- 16.2. VFDS-EC will primarily explore the possibilities with Gram Panchayat under different schemes related to FEMP especially the MGNREGA.
- 16.3. The form of convergence may vary from one VFDS to the other in terms of learning form successful sites/locations, financial contribution, etc.
- 16.4. Working norms will be developed between Gram Panchayat and VFDS after some association is possible.
- 16.5. DMU will also pursue such kind of convergence with the district level line departments including MGNREGA and Departments of Soil Conservation, Public Works Department (PWD), Public Health Engineering and Irrigation, etc.