



COURSE MATERIAL



CAPACITY DEVELOPMENT PROGRAMME
on
IMPLEMENTATION
of
AMA JANGALA YOJANA (AJY)

VOLUME-I



COURSE MATERIALS

Capacity Building Programme

on
IMPLEMENTATION
of
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FOREWORD



Ama Jangala Yojana (AJY) is a flagship program of the Government of Odisha being implemented by the Odisha Forestry Sector Development Society (OFSDS) in JFM mode covering 7000 Vana Surakhya Samitis (VSS) & Eco – Development Committees (EDCs) spread over 30 Forest and Wildlife Divisions.

AJY is conceived based on the major lessons learnt from Phase-I, JICA assisted Odisha Forestry Sector Development Project. Though the learning paved the path for the scheme but lots of technical inputs gone in to the scheme to make it sustainable. The scheme envisages an ambitious target of 2.60 lakh hectares of forest area for Assisted Natural Regeneration with gap planting and 5000 hectares block plantation where area for ANR with gap is not possible. The implementation of scheme would span over a period of 6 years i.e. from 2016-17 to 2021-22. The scheme would be implemented in a systematic manner. The strengthening & empowerment of the VSS/EDC & SHG members with adequate capacity building would be accomplished under the scheme. In addition to this much needed financial, managerial and handholding support to the community would be extended. Further based on the lesson learnt from OFSDP-I equal emphasis would be laid on alternate livelihood to forest fringe dwellers. For monitoring & evaluation the web based GIS would be used.

This manual is developed with the sincere inputs from the technical experts, subject matters specialists and the officials of PMU. I would like to acknowledge the sincere efforts made by Dr. Meeta Biswal, IFS, Additional Project Director, for developing this manual. The compilation would serve as a handy reference for the field functionaries. I am sure the manual would be useful for all involved in implementation of the AJY scheme.

I convey my sincere thanks to all who have worked hard for making this useful publication a reality.

(Dr. A.K. Pattnaik, IFS)
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Project Director, OFSDS

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1.0 Introduction

The tradition of conserving forests through informal village level institutions already exists in many forests fringe villages of the state. In the recent past for strengthening and supporting such community based initiatives, many significant efforts have been made by the State Forest Department, more particularly, through the Odisha Forestry Sector Development Project (OFSDP) Phase- I, which was funded by Japan International Co-operation Agency (JICA). The basic approach in this project was improving the forest cover along with generating alternate livelihood avocations to reduce pressure on forest. The experience gained under OFSDP reveals that with the support provided by the Government, in terms of finances and capacity upgradation, the outcome has further improved both in terms of conservation and management of the natural resources as well as benefitting the forest fringe communities' in income generation activities.

The State Government of Odisha enacted The Odisha Village Forest Rules, 1985 for management of village forests. The Joint Forest Management Resolutions of 1988, 1990, 1993, 1996, 2008 and 2011 (amended in 2015) notified by the Government of Odisha, have further strengthened the participatory forest management in the state. At present, there exists more than 12,500 Joint Forest Management Committees (JFMCs) in the name of Vana Surakshya Samitis (VSSs) or Eco- Development Committees (EDC) in protected areas, which are assigned protection and management of more than 11,68,000 ha. of forests. These VSSs/ EDCs are registered with the respective Divisional Forest Officers in accordance with the Joint Forest Management Resolution, 2011.

Out of about 12500 VSSs, that have been constituted in Odisha so far, 2426 have already been covered under the OFSDP Phase-I project (2006-07 to 2014-15) and forests conservation and management in these VSSs is now being practiced in the Joint Forest Management (JFM) mode i.e. with active participation of the village community. However, still there are more than 10,000 VSSs that need to be assigned the task of forest conservation and management in the JFM mode. Out of these about 3000 VSSs are proposed to be covered under the OFSDP Phase-II for which a proposal has been submitted to the Government of India for accord of approval.

The present scheme is, therefore, proposed for implementation in 7,000 number of VSSs/ EDCs, located in 30 Territorial and Wildlife Divisions of the state of Odisha, which have not been covered under OFSDP Phase-I or which are not included in OFSDP Phase-II proposal. The proposal in principle aims at further strengthening of the participatory forest management in the state by bringing the informal village level institutions/ bodies involved in the protection and management of forest resources under the fold of AJY in addition to creation of new VSSs. It is mandatory that anyVSSs/ EDCs covered under AJY Scheme should agree to maintain the plantation areas and forests protected by them as per the Working Plan prepared or modified by the Forest and Environment Department.



Considering the learning from the success of the Odisha Forestry Sector Development Project, under which adequate support was provided to the VSSs/ EDCs, the scheme titled Ama Jangala Yojana (AJY) or the Community Forest Protection and Management Program (CFPMP) has been proposed by the Forest & Environment Department. The objective of this scheme is to strengthen the VSSs/ EDCs in the State of Odisha, by providing financial, managerial and facilitation support. The scheme will be implemented by the State Forest Department through Odisha Forestry Sector Development Society (OFSDS), in partnership with selected NGOs and VSS members at the field level.

2.0 The Project Goals

The AJY Scheme aims to achieve sustainable forest management in the project area through forest restoration initiatives, along with providing income generating and livelihood opportunities to the forest dependent communities, so that the pressure on adjoining forests is relieved/ reduced. The main project objectives of AJY Scheme are listed below:

1. To conserve and restore degraded forests through forest restoration initiatives.
2. To arrest further degradation of forests through participatory forest conservation and management strategy.
3. To empower forest dependent communities by building up their capacity to participate in the sustainable forest management.
4. To improve the livelihood opportunities of the forest dependent communities so as to reduce their dependence on forests.

3.0 The Project Coverage

It is proposed to cover 7000 VSS in 30 Territorial and Wild Life Divisions of the state of Odisha. Out of these 2000, 2500 and 2500 number of VSSs, respectively will be covered in the first three years of implementation of the scheme, i.e., during 2016-17, 2017-18 and 2018-19. The interventions of forest restocking in these VSSs/EDCs will be maintained for next three (i.e., in 2019-20, 2020-21 and 2021-22) along with forest conservation, management and capacity building initiatives.

Under AJY, an area of up to 50 ha. will be assigned to each VSS out of which 10 ha. will be maintained as the control plot, 5 ha. will be the demonstration plot and the remaining 35 ha. will be for taking up Aided Natural Regeneration (ANR) with gap planting at the rate of 200 plants per hectare. In about 500 VSSs, where suitable land for ANR with gap is not available, an area of 10 ha. will be covered under Block Plantations.

The year wise area to be treated under the two types of plantation designs is given below:

| Year | No. of VSS | ANR with Gap | Block Plantation | Total |
|--------------|---------------------------------------|-----------------|------------------|-----------------|
| 1 | 2 | 3 | 4 | 5 |
| 2016-17 | 2000 | 70,000 | 2,500 | 72,500 |
| 2017-18 | 2500 | 95,000 | 1,250 | 96,250 |
| 2018-19 | 2500 | 95,000 | 1,250 | 96,250 |
| 2019-20 | Only maintenance works of plantations | | | |
| 2020-21 | | | | |
| 2021-22 | | | | |
| Total | 7,000 | 2,60,000 | 5,000 | 2,65,000 |

Therefore, the total area of 2,65,000 ha. will be treated under AJY Scheme during the project implementation period, which will include 2,60,000 ha. under ANR with gap and 5000 ha. under Block Plantation.

4.0 The Project Design

The scheme will be implemented in the 30 forest divisions of the state over a period of 06 years, commencing from 2016-17 and up to 2021-22. The year 2015-16 will be the preparatory phase year of the AJY Scheme. While the main interventions of the scheme will be for the initial three years i.e. from 2016-17 to 2018-19, the maintenance of plantations raised under the scheme and other consolidation works along with capacity development initiatives will be carried out in the remaining three years, i.e., during 2019-20 to 2021-22.

About 2.60 lakh hectares of forest area will be targeted for Assisted Natural Regeneration with gap planting covering about 2000, 2500 and 2500 VSSs respectively, in the first, second and third year of implementation of the scheme with subsequent 3 years maintenance. Further, Block Plantations of 5000 ha. will also be raised in the first three years of implementation (i.e. 2,500 ha. during 2016- 17 and 1,250 ha. each during 2017- 18 and 2018-19) of the scheme with maintenance in subsequent three years. Besides restocking of forests through ANR with gap and Block Plantations, the scheme also includes various other forestry interventions like soil and moisture conservation works and forestry operations such as silvicultural cleaning, climber cutting, fire line tracing and fire line maintenance etc. Apart from these forestry interventions, major emphasis under the scheme will be given to protection and management of forests through community participation and providing livelihood alternatives to the members.

One of the learning of OFSDP Phase-I project is that the entry point activities has proved to be the strong tool to motivate the villagers for their active participation in joint forest management. At the beginning of the scheme the entry point activities are therefore proposed to be executed as per on the site requirement and feasibility of the Entry Point Activities (EPA). A small sum of ₹1 lakh per VSS is proposed for taking up entry point activities in each of the VSS. The entry point



activities in each of the VSS will be taken up in consultation with the villagers and as per their choice for a particular activity to be recorded in the respective micro-plan for each VSS.

Capacity building of village community will constitute an important component of the scheme which is proposed to be achieved by imparting trainings on various site specific forestry, income generating and livelihood themes to the VSS/SHG members. Important training themes envisaged under this scheme includes, training on restoration of degraded forests; rehabilitation of degraded forests; soil & moisture conservation measures; value addition to SHG products; etc. Besides, construction of a VSS building for convening meetings and keeping the records etc. in each of the VSS is also proposed under the scheme, as the Entry Point Activity.

6.0 Project Components

The scheme will have the following components

- A. Preparatory works:** The preparatory works under AJY Scheme will include JFM site selection, survey and demarcation of JFM areas to be assigned to each of the VSS covered under the scheme at the rate of upto 50 ha. for areas where Aided Natural Regeneration (ANR) with gap will be taken up and up to 10 ha. for block plantations in those VSSs where suitable land for ANR will not be available. Species to be planted should mostly include local indigenous species along with bamboo as per the feasibility of the area to be selected in consultation with the villagers and the area should be saturated with fodder species to augment the nutritional requirement of wild animals. Further, the VSS should be willing to maintain plantations and forests as per the Working Plan prescriptions and in accordance with the JFM resolution of 2011 with amendment in 2015. Micro plan preparation for all the 7,000 VSSs (2000 VSS in the first year, 2500 VSS in the second year and 2500 in the third year) will be taken up in consultation with the village community. Vegetation and land use maps will be prepared with the help of GPS sets which will be procured under the scheme. The other sub- components of preparatory works are Publicity and Communication and developing and maintaining the Website for the AJY Scheme at the Project Management Unit.
- B. Support Activities:** Technical support to each of the 7,000 VSS will be provided through partner NGOs. The partner NGOs will help the VSSs in preparation of micro-plan and in imparting the theme based trainings and demonstrations to the VSS and SHG members. For demonstration of technology, wherever necessary, exposure trips will be organized for VSS/SHG members. A VSS building will be set up in each VSS at a cost of ₹ 1.50 lakh for organizing meetings and for record keeping. This building will also be used by the SHGs, organized in the VSS, for storage and value addition to SHG products before their disposal. For proper coordination of the works each VSS will be allowed to engage one Animator at a consolidated fixed remuneration of ₹ 1000/- per month. Besides, support services of Division Support Team (DST) person and a Data Entry Operator (Accounts) knowing Tally software is also proposed to be provided for each Division Management Unit (DMU). A Data Entry Operator (DEO) is also proposed to be provided to each of the Project Range Office in the field. The DST, DEO (Accounts) and DEO will be hired by the AJY implementing Divisions through service providers.



C. Forest restoration and plantation activities: In the assigned area of each VSS, ANR with gap planting will be taken up as per the suitability of the assigned area. The local and indigenous species including Bamboo as per the feasibility of the area will be used for such plantings. In each VSS about 35 ha. area will be covered under ANR. Soil moisture conservation and silvicultural operations (e.g. climber cutting, thinning, fire line tracing and maintenance etc.) will also be taken up in the assigned area. 5,000 ha. of Block plantations at the rate of 10 ha. per VSS will be taken up in 500 such VSSs where degraded forest is not available and suitable land is available for under taking the block plantation. These Block plantations will be targeted in first three years by planting suitable Timber, Firewood, Bamboo and Non-Timber Forest Product (NTFP) species in blocks. A plantation design will be prepared based on the soil and moisture condition of that area. The plantation design is to be made in such a manner that the closure of canopy can be achieved within the scheme period. Details of the annual target on forest restoration and plantation activities under AJY are given in para 4 above. The forest protection and management by community, however, will cover the entire 50 ha. of the assigned forest area to each of the 7,000 VSSs under participatory forest management mode. Thus, the overall coverage of the scheme will be over 3,50,000 ha. of forest land. The subsidiary silvicultural operations on the forest cover will be carried out from the 5th year onwards as per the requirement of the crop and a management plan for the crop in the treated area will be prepared with the help of experts. Subsequent requirement of funds will be borne from the Budget of Forest and Environment Department, Government of Odisha.

The sharing of different usufructs from the areas assigned to the VSSs shall be as per the provisions laid down in the Government of Odisha JFM Resolution 2011 read with its amendment of 2015.

D. Supporting Managerial Activities: The Project Management Unit of OFSDP and the DMU/FMU offices will be provided financial support in terms of infrastructure support including travel and mobility costs, operational costs and office management costs including contingencies. Further, an annual provision of ₹ 1,500/- is proposed for organizing meetings in each of the VSS covered under the scheme.

7.0 Institutional Arrangements

The Project Director, OFSDS and PCCF, Projects is directly in charge of the AJY Scheme. The post of Principal Chief Conservator of Forests, Projects is a Head of Department post and is held by an officer of 30 to 35 years of experience in the Department of Forest and Environment, Government of Odisha.

The Programme would be executed in a project mode through Project Management Unit (PMU) of Odisha Forestry Sector Development Society (OFSDS) which is an autonomous organization constituted vide Forest & Environment Department Resolution No. 9893 dated 14.06.2006 and registered under Registration of Societies Act of 1980, bearing registration No.2321/49 of 2006-07.

A dedicated Community Forest Protection & Management Programme (CFPMP) Cell would be set up in the office of PMU of OFSDP for planning, supervision, monitoring and management of the programme activities under AJY Scheme in the state.



The Project Director, OFSDS has been designated as PCCF (Projects)/ Project Director and he/she would be the head of CFPMP Cell in the office of PMU, OFSDS. He/she would be assisted by a team of three supervisory level officers, two Additional Project Directors and one Joint Project Director (CFPMP) in the rank of a Chief Conservator of Forests and Conservator of Forests respectively.

In OFSDS, there are six different cells looking into the inputs on Forest Technology and Training (FT & T), Implementation, Monitoring and Evaluation (IME), Income Generating Activities (IGA), Documentation and Publicity (DP), Geomatics Lab (GIS Lab) and Finance and Administration (F&A). Each of these cells is headed by a Deputy Project Directors in the rank of Deputy Conservator of Forests. The Project Director (1 no.), the Additional Project Directors (2 nos.), the Joint Project Directors (2 nos.) and the Deputy Project Director (1 no.) are Officers serving under the Forest and Environment Department and are at present on deputation to OFSDS. The other four Deputy Project Directors are engaged on contractual basis. They are assisted by other supporting staff like Personal Assistants, Stenographers, Data Entry Operators, Accounts Personnel and Office Management and Maintenance Staff and Peons. The entire set up of the Office of the PMU of OFSDS is essential for planning, executing and monitoring the implementation of AJY Scheme in the state of Odisha. The details of Cells constituted under the PMU of OFSDS are given in **Annexure-I**. Other supporting staff, as required for implementation of scheme are engaged by the Project Director, OFSDS.

The PMU of OFSDS will implement the scheme through the Divisional Management Units (Divisions) and Forest Management Units (Ranges) of the Forest and Environment Department in the field. The detailed organogram of the Project Management Unit is placed at **Annexure-II**.

The 30 Territorial and Wildlife Divisions to be covered under AJY Scheme fall under the eight Territorial Circles, namely- Angul, Bhubaneswar, Berhampur, Bhawantipatna, Baripada, Sambalpur, Koraput and Rourkela. The Regional Chief Conservator of Forests of these circles will be the supervisory officers of the Divisions falling under the AJY Scheme. They will supervise the proper execution of the AJY components in the Divisions under their jurisdiction. Besides, the RCCFs will form the essential link of communication and supervision between the PMU at the head office level and the DMUs at the field level. Although the allocation of funds will be sent directly to the DMUs under intimation to the RCCFs, the proposals for Annual Plan of Operations and requisition of funds will be routed through the RCCFs and therefore, the Administrative and Financial control over the Divisions will be exercised by the RCCFs.

Each of the 30 Divisional Management Units will be headed by the concerned Divisional Forest Officer who will be the ex- officio DMU Chief. An officer of the rank of Assistant Conservator of Forests (ACF) in the Division will function as the DMU Assistant Chief. The DMU Chief assisted by Assistant DMU Chief shall manage, control and supervise effective implementation of AJY at the Division level, facilitate reporting, information flow, financial transactions regarding AJY, provide technical guidance to FMUs and convene regular meeting of District Advisory Committee as laid down in the OFSDP Operational Manual.



The Field Management Unit (FMU) will be co-terminus with a Forest Range and will be headed by the Range Officer who will be the ex-officio FMU Chief. The FMU Chief shall manage, control and supervise the effective implementation of AJY Scheme at the Range level, facilitate flow of information and provide technical assistance to the VSSs/ EDCs. The FMU Chief through his subordinate officers shall maintain, consolidate and submit the accounts and account related documents and progress reports as per the guidelines of the funding agencies.

The roles and responsibilities of VSSs/ EDCs will be as per the Government of Odisha, Forest and Environment Department JFM Resolution dated 09.09.2011 read with its amendment in JFM Resolution, 2015.

8.0 The Project Cost

Out of the total requirement of ₹ 1170.02 crores as the project cost for 6 years, ₹ 511.31 crore is proposed to be met out of CAMPA and ₹ 285.35 crores from the State Plan through Forest and Environment Department and ₹ 322.18 crores from MGNREGS and ₹ 51.19 Crores from NRLM through the Panchayati Raj Department, Government of Odisha.

9.0 Project Monitoring

The physical progress of planning, implementation and monitoring of AJY Scheme will be executed by the Community Forest Protection and Management Programme (CFPMP) Cell of the OFSDS. Besides normal monitoring, biomass and ground water level monitoring in the project level will also be carried out. These two monitoring will provide give an idea on growth of forest crops and water regime due to project interventions. The expenditure for this activity will be borne out of the contingency fund. Periodical progress of implementation of the scheme will be made through progress reports received from the field (Divisions) on monthly basis, for which specific proforma for reporting will be prescribed by CFPMP Cell of PMU of OFSDS. Besides, the web-based GIS-MIS monitoring system available at OFSDS headquarters will be utilized for reviewing the progress of implementation of the scheme in individual VSSs.

The financial monitoring of implementation of AJY will also be made by the CFPMP Cell of OFSDS on monthly basis. The procedure stipulated for implementation and execution of CAMPA, MGNREGS, NRLM and the State Plan schemes will be followed in implementation of the scheme as funding for the scheme is anticipated from these four sources. Separate accounts will be maintained for the funds received under CAMPA, MGNREGS, NRLM and State Plan at the Divisional level. The MPRs from all VSSs will be collected and consolidated. The expenditure will accordingly be reflected in the accounts against corresponding budget head(s). The Divisional Forest Officers-cum-DMU Chiefs will submit monthly progress reports showing both physical and financial achievements to the concerned Regional Chief Conservator of Forests (RCCFs), the Project Director, OFSDP and copy thereof will also be forwarded to the PCCF Odisha, Forest & Environment Department and Panchayati Raj Department. The physical and financial progress will also be monitored by concerned RCCFs and the senior officers of Project Management Unit of OFSDS, through field inspections and periodical meetings on quarterly basis. It is proposed to undertake a mid-term review by an independent agency preferably by a team of retired forest officers.



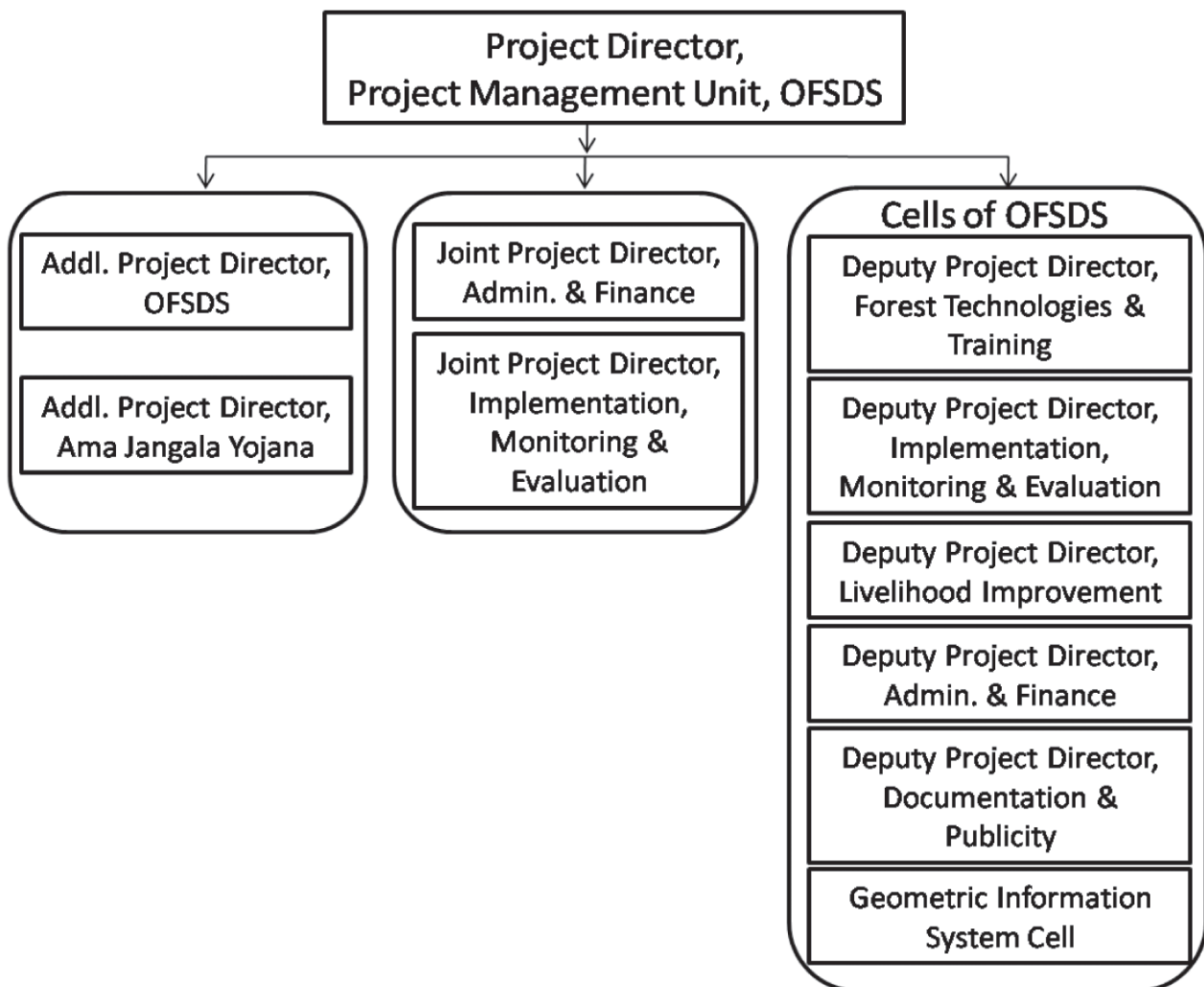
Abbreviations

| | | |
|---------|---|---|
| OFSDP | : | Odisha Forestry Sector Development Project |
| OFSDS | : | Odisha Forestry Sector Development Society |
| CAMPA | : | Compensatory Afforestation Fund Management & Planning Authority |
| PCCF | : | Principal Chief Conservator of Forests |
| RCCF | : | Regional Chief Conservator of Forests |
| MGNREGS | : | Mahatma Gandhi National Rural Employment Guarantee Scheme |
| ANR | : | Assisted Natural Regeneration |
| SHG | : | Self Help Group |
| VSS | : | Vana Surakshya Samiti |
| GPS | : | Geographic Positioning System |
| LS | : | Lump Sum |
| PMU | : | Project Management Unit |
| DMU | : | Divisional Management Unit |
| FMU | : | Forest Management Unit |



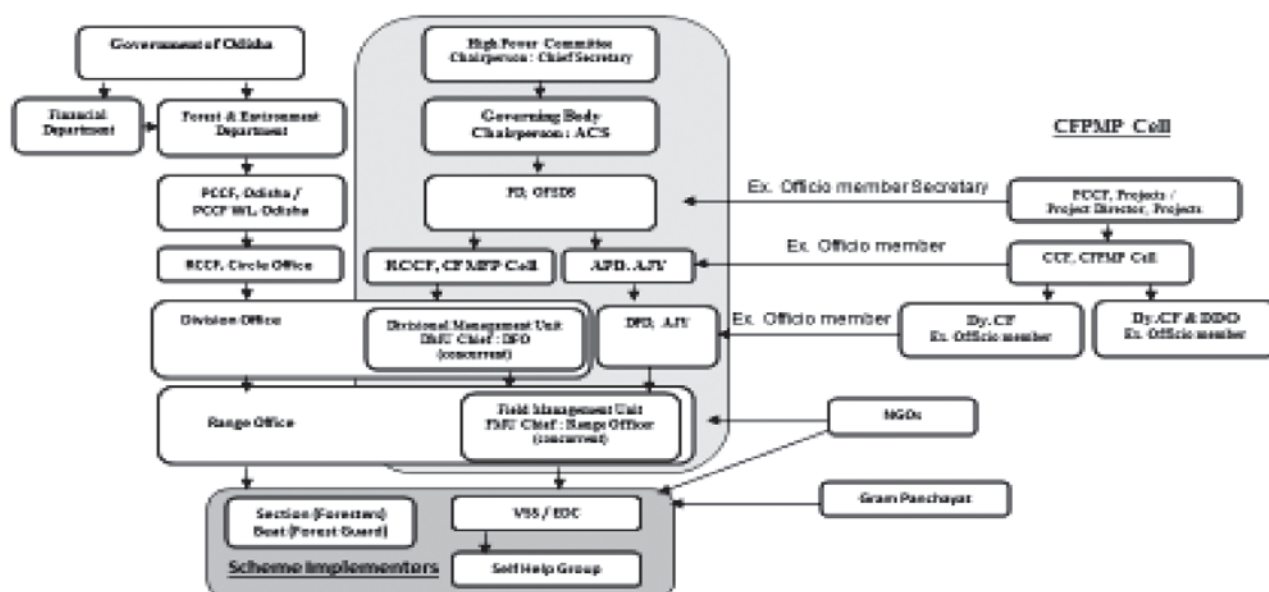
Annexure-I

Distribution of Responsibility under various Cells at PMU, OFSDS



Annexure-II

ORGANOGRAM FOR CFPMP Cell under Ama Jangala Yojana





Joint Forest Management Perspectives

The Joint Forest Management (JFM) in Odisha is being implemented with the objectives of forest restoration, promotion of sustainable management of forest by strengthening participatory forest management and improvement of livelihood of forest dependent community. Various participatory forest management programmes are supporting the JFM Committees in field towards strengthening and development of the village community. The AJY has a village specific need based approach and the interventions are in JFM mode through the village based community institutions. These forestry based community institutions are VSS in the peripheral degraded forest areas and EDC in the case of protected areas. AJY emphasizes the importance of JFMC by assigning it the central role, in terms of deciding the required interventions, their execution and financial decision making. This participatory forest management aims to provide uniform and smooth functioning of VSS/EDC in accordance to the JFM Policy Resolutions of the Government of Odisha as well as in implementation of the Programmes for participatory forest management with communities.

1.0 Vana Surakhya Samiti (VSS/EDC/EDC)

1.1 Definition of VSS/EDC

Vana Surakhya Samiti is an independent, formal, democratic “village based community institution” comprising inhabitants of a village constituted for the development/management of assigned forests as per section 3 of the Odisha JFM Resolution, 2011.

Forests are assigned as per section 2 of the said resolution for being managed on sustainable basis by the VSS/EDC. These forests may be from Reserved Forests, Protected Forests, Village Forests, Revenue Forests etc. and may include Protected Areas.

Similarly, for participatory modes of management in the Mangrove Wetlands and the Protected Areas of National Parks and Sanctuaries excluding their Core Areas with a strategy of Eco-development, Eco-Development Committee has been constituted under section 2(i) (b) of the JFM Resolution, 2011 in order to improve their livelihood and to secure conservation.

Ordinarily there will be one or EDC for a single village. One VSS/EDC may also cover more than one village.

1.2 Objectives of VSS/EDC

The main objectives of a VSS/EDC are as mentioned below:

- i. To protect, manage, and develop forest areas under its management.
- ii. To receive the benefits/concessions/incentives (in any form) and distribute the same among the members.
- iii. To plan interventions for management of the assigned forest area based on scientific principles.



- iv. To serve as interface between villagers and forest department, villagers and other line departments, villagers and other community based institutions.
- v. To represent the villagers in VSS/EDC related matters in any public forum.
- vi. To facilitate and promote the activities, which are integral part of the programme, including Micro Planning, Restoration of degraded forests, Income Generating Activities, or any other activity in furtherance of the programme.
- vii. To form and manage producer groups under the ambit of National Rural Livelihood Mission.
- viii. To form and manage other institutions (such as SHGs) within the VSS/EDC for the benefit of the programme.
- ix. Revolving fund with soft - loans to SHG.
- x. Corpus fund.

1.3 Guiding Principles of VSS/EDC

- i. VSS/EDC will proactively protect and develop forests and forest based resources in the assigned area.
- ii. VSS/EDC would maintain fair play, equity and transparency in all its actions.
- iii. VSS/EDC would function in harmony with the existing institutional arrangements for community at the Village and at their Gram Sabha/ Palli Sabha, as well as regulations under PESA, FRA and Conservation of Biodiversity Act.
- iv. VSS/EDC would function as a producer group, which is an informal business organization.

1.4 VSS/EDC in Overall Framework of Ama Jangala Yojana & Other Programmes

VSS/EDC would serve as the foundation of organizational pyramid of the programme as far as the implementation is concerned. The programme further conceptualizes that after the VSS/EDC becomes functional, all decisions regarding forest management, livelihood options, benefit sharing etc. would originate from the VSS/EDC. The decision taken by VSS/EDC would not be ordinarily altered by FMU (Forest Range) or DMU (Forest Division) unless it contravenes the Working Plan (Management Plan) prescription, legal and technical parameters and is not in the interest of forests.

1.5 Formation of VSS/EDC

The FMU will organize a village meeting. The NGO will mobilize community members for the meeting where the members of the Field Management Unit (FMU)/Forester/ Forest Guard concerned will explain the following aspects:

- i. JFM- Purpose, guidelines, programmes, practices, benefits and responsibilities.
- ii. Structure and Functions of VSS/EDC.



- ii. Duties and responsibilities of VSS/EDC members and Executive Body.
- iv. The programme objectives and strategies.

Following a detailed discussion on above aspects, the FMU Chief (Range Officer) will decide on inclusion/formation of a VSS/EDC for participating in the programme based upon the assessment of community willingness. The target communities along with representatives of Gram Panchayat, FMU and NGO would conduct series of meetings with all the forest dependent stake holders in the community. The consensus in the meeting, with presence of not less than 50 percent of all adult members of the village, would result in formation of the VSS/EDC/EDC. All adult members in the village would constitute a General Body. The hamlet can also form a VSS/EDC on the similar principle.

Every VSS/EDC shall have a unique name (based on the name of village, local dignitaries, or any other name on which all members agree). The Palli Sabha shall elect the Chairperson, the Vice-Chairperson, the Secretary and the Treasurer and a minimum of other 11 (eleven) members to constitute the Executive Committee. At least 10% of the members of the EC shall be women. The number of SC & ST members in the Executive Body shall be in proportion to their membership in VSS/EDC/ EDC. There should also be representation from the group of community, who do not have any livelihood support other than depending on the forests.

The composition of the Executive Committee (EC) (as per Section 4 (iii) of JFM Resolution, 2015) shall be as follows:

| | |
|--|------------------------|
| 1. Chairperson | 1 Elected Member |
| 2. Vice-Chairperson | 1 Elected Member |
| 3. Secretary (Local forest Guard/Forester) | 1 Ex officio Member |
| 4. Treasurer | 1 Elected Member |
| 5. Ward Member (s) concerned | 1 Ex officio Member(s) |
| 6. Members | 11 Elected Members |

The Range Officer concerned will act as the Returning Officer for conducting the election of the EC. It shall be the responsibility of the Returning Officer to ensure that the representation in the EC is in accordance with reservation specified above. The EC will have tenure of 3 years at a time.

The Palli Sabha shall send its resolution to the FMU Chief concerned regarding constitution of VSS/EDC/ EDC for his record and communication to the DMU Chief concerned for registration at the Division level vide Annexure-I of this VSS Management Manual.

The General Body of the VSS/EDC (existing as well as newly constituted in 2014 & onwards) would also resolve and will formally agree to work for the programme (Form 2.1 of this Manual).



The Range Officer will send a copy of the resolution to the DMU along with his recommendation in Form 2.2 of this Manual to the DMU Chief. After taking into account all relevant factors (evaluating the motivation of the villagers), and after being satisfied about the feasibility of the committee, the DMU Chief would include the VSS/EDC in the programme concerned and send a recommendation to the CFPMP Cell in the OFSDS to assign a Code to the VSS/EDC which would be reference for Microplanning, Implementation, Monitoring and Evaluation. The VSS/EDC so included shall undertake programme implementation and shoulder the responsibilities under the programme, and also to distribute the benefits accruing from the programme. FMU Chief would sign on the MoU with VSS/EDC on behalf of programme if earlier not performed. A copy of this shall be kept in the records of VSS/EDC with EC, at FMU and at DMU.

2.0 Duties and Responsibilities of VSS/EDC

- i) The members of the VSS/EDC shall individually and collectively protect and manage the forest, wild life and biodiversity as per approved action plan/scheme.
- ii) The VSS/EDC shall put in necessary efforts so that adjoining catchments area, water resources and other ecologically sensitive areas are protected.
- iii) The VSS/EDC shall place adequate emphasis on plantation of indigenous medicinal and NTFP species in the forests as well as outside the forest area adjoining the village.
- iv) The VSS/EDC shall ensure that the decisions taken in the Palli Sabha to regulate access to community forest resources and stop any activity which adversely affects the wildlife, forests and the biodiversity, are complied with.
- v) The General Body of the VSS/EDC shall have the powers to remove and/or substitute any elected member of the EC by a two third majority of the members if the concerned member does not discharge his/her duties satisfactorily.
- vi) The VSS/EDC members shall ensure that all the Executive Committee (EC) members discharge their duty satisfactorily. If any member of the EC fails to discharge his/ her duties satisfactorily VSS/EDC will remove and substitute him /her.
- vii) Book keeping.
- vii) Fund management.
- ix) Distribution of usufructs.
- x) Soil and Moisture Conservation.
- xi) Livelihood support and IGA through SHG.

3.0 Duties and responsibilities of the Executive Committee (EC):

- i. The EC shall carry out the day-to-day business of the VSS/EDC. The EC shall prepare the



Micro Plan and Annual Work Plan for the assigned forest area and integrate other developmental activities outside the forest area associated with the forest based livelihood system and get it approved by the VSS/EDC after technical scrutiny by the Forest Range Officer concerned. The EC shall be responsible for managing and implementing the Micro Plan and Annual Plan and other decisions of the General Body of VSS/EDC.

- ii. The EC shall be responsible for protection of the forests assigned to the VSS/EDC and extend their assistance to the Forest Department for apprehending the offenders who commit forest offences. If the members of the VSS/EDC play a significant role in detection of forest offence and seizure of the forest produce within their village limits, they will be entitled for a fixed percentage of the value of the forest produce (except in case of WL Trophies) so seized.
- iii. The EC in consultation with the GB shall evolve methodology on all issues relating to membership, conflict resolution and prevention of encroachment, exercise of customary rights and use of the permissible forest resources such as NTFP including Bamboo.
- iv. The EC shall be responsible to account for and manage the funds and other resources received from the Government, other agencies and funds internally generated, if any. For this purpose a joint account called VSS/EDC account shall be opened in any commercial, rural or Co-operative Bank recognized by the RBI or in any post office, which shall be operated, jointly by the Secretary and the Treasurer of the VSS/EDC. Utilisation certificate relating to the expenditure incurred shall be jointly signed by the Chairperson and the Secretary and submitted to the authorities concerned.
- v. The EC shall be responsible for managing funds received by VSS/EDC by maintaining and operating VSS/EDC account vide Annexure-A of JFM resolution 2011 and detailed accounting guidelines of this Manual at Chapter 4.
- vi. The EC with the help of Co-ordinator shall try to establish marketing linkage for various NTFP items and other micro-enterprise products for securing better returns for the members.
- vii. Annual account of VSS/EDC/ EDC shall be placed before the GB for its approval.
- viii. Fire control in the vicinity within the village limit.

4.0 VSS/EDC Membership

There would be three types of membership of the VSS/EDC.

- i **General:** All adults of the village/hamlet will be members of the VSS/EDC. General Body may prescribe payment of enrolment fee per person.



- ii **Nominated:** These members would be nominated by either VSS/EDC General Body or by the programme authorities with consent of GB. Such members will not have voting right and can't be elected to the Executive Committee. Usually people like local school teacher, representative of other NGO working in that area, Local health worker, Anganwadi worker, Panchayat representative, Government department representatives at GP/Block level can be considered for such membership.
- iii **Ex-officio:** The Forester/ Forest Guard would be ex-officio member of the VSS/EDC. The ex-officio member shall not have voting right and can't be a candidate for elected position in the EC.

5.0 General Body of VSS/EDC

General Body of VSS/EDC would comprise all the general members, nominated members and ex-officio members.

6.0 Role of Specific Constituents

6.1 Role of Villagers

- a. Villagers would be the members of the VSS/EDC and would be responsible for all the decisions taken by the VSS/EDC. The members shall pay monthly membership fee, if decided by the GB of VSS/EDC.
- b. The members shall rise above the local considerations, conflict, self-interest, political conflicts in the interest of forests and larger interest of the village.
- c. Villagers would also help the fellow villagers to understand the issues of discussion and decision making.
- d. It would be the responsibility of local village opinion leaders and elderly respected members to encourage those members who are usually indifferent or get ignored in decision making process. Actual participation of women and consideration of their points of views shall also be responsibility of the members.
- e. Villagers shall abide by the provisions of the Manual, all Acts/ Rules and sincerely work for implementation of Micro Plan.

6.2 Role of Forest Department

- a) To register the VSS/EDC and maintain close liaison with them.
- b) To support the VSS/EDC in identifying and apprehending the forest offender(s).
- c) To take action as per law in cases where VSS/EDC members have handed over the offender(s) and forest produce involved in the offence.



- d) To assist in capacity building of VSS/EDC members on different aspects of forest management, planning, silviculture, nursery technology, forest laws, accounting, book keeping, micro enterprise development, value addition and processing of NTFPs etc.
- e) To provide technical help to the VSS/EDC in preparation and implementation of the Micro plan/ annual work programme.
- f) To invite suggestion from the VSS/EDC while preparing the Working Plan / Management Plan/ Scheme of the concerned Forest area / Protected Area.
- g) To sign Memorandum of Understanding with the VSS/EDC and ensure sharing of benefit as per norms in vogue.
- h) To establish coordination with other departments/ agencies for successful implementation of the micro plan and related area development programme.
- i) To facilitate the process of discharging the duties and resolving the conflicts by the ECs.
- j) Evaluating the success parameters.
- k) Soil and Moisture Conservation.
- l) Fund management.

6.3 Role of NGO/ Team Leader

NGOs / Team Leaders of old partner NGOs will undertake the following activities as the part of micro planning preparation process:

- Preparation of Micro Plans for target area / villages
- Identification of different Entry Point Activities and mentioning in micro planning
- Identification /selection of SHGs and assisting SHGs in preparation of plans for micro enterprise development and placing them in micro planning
- Preparation of income generation programmes for participating VSS/EDC/communities based on all the natural resources (Forest, Soil Moisture Conservation Measures, Animal & Husbandry, Land etc.).
- Exploring different livelihood programmes can be possible through convergence.
- Exploring market access
- Preparation of plans and estimates for EPA, IGA, LLI and capacity building activities
- Any other works ancillary for preparation of micro plan and necessary in execution of Micro-plans as advised by DMU.



6.4 Role of Gram Sabha & Palli Sabha

Gram Sabha & Palli Sabha has been playing important role in administration and management of forests, biodiversity, non-timber forest produce, village forests and forest rights. As per the 73rd Amendment of the Constitution, certain powers and responsibilities have been vested on the PRIs. Therefore, it is necessary for VSS/EDC to have relationship between village level institution like VSS/EDC and the Panchayati Raj Institutions and to establish a linkage with the Palli Sabha.

Regarding protection and conservation of forest, soil and moisture, wildlife and environment, the EC shall work as a Sub-Committee of Palli Sabha. If the work of the EC of any VSS/EDC is found to be detrimental to forest conservation and against the larger and long term interests of the people, the VSS/EDC may recommend for dissolving and reconstituting the EC. The Palli Sabha, on receipt of such recommendation may enquire into the matter and forward its findings to the Divisional Forest Officer for necessary action. The Divisional Forest Officer, after examining the merit will dissolve the EC and advise the GB of VSS/EDC/ EDC for its reconstitution. DFO can suo moto dissolve the EC if he feels that the functioning of EC is not in accordance with guidelines or in the interest of natural resources.

7.0 Rights of Members

All the general members shall have voting rights in all matters of VSS/EDC and also would be entitled to the benefits and incentives. Whereas other two categories of member would neither have voting rights nor would they be entitled to benefits and incentives. However, any of the members can represent VSS/EDC and be the speaker on behalf of VSS/EDC as and when required provided he has been duly authorised by the Executive Committee. If action of any member will be detrimental to the VSS/EDC/EDC's interests or the member flouts the decision of VSS/EDC deliberately, the GB/EC can deprive him from usufructory and other benefits.

8.0 Meetings

8.1 The first meeting of General Body

The first meeting of the VSS/EDC General Body would be convened by the Secretary which would also be attended by FMU Chiefs, Forester, Forest Guard and Co-ordinator. The meeting would also be attended by Sarpanch and other representatives of other community based organization in existence, if any. Participation of Women should be ensured. In the meeting, the FMU Chief shall explain the project objectives, expected role of VSS/EDC members, executive committee, roles of project team and Co-ordinator and expected benefits to the community. This meeting would be used to take the commitment of members, Panchayat and also to assure community about the full support of the project. Project team should be prepared to answer wide variety of questions.

The date of next meeting would also be discussed and announced during this meeting.



8.2 Subsequent meetings of General Body

The GB meetings of VSS/EDC shall take place at least once in every six months. However, for the first six months it can be held bimonthly or as frequently as may be required, and then for the next one year the meetings can take place once in three months. However, this increased frequency of meetings shall be decided by the President, the Secretary, Co-ordinator in consultation with Range Officer.

The Chairperson, with an advance notice of one week, will convene the meeting of GB. He shall be careful about deciding the date & time so that maximum number of members can attend the meeting. Special care should be taken to ensure the presence of women members. The meeting would be presided by the Chairperson and in his/her absence by the Vice Chairperson. Minimum 50 percent of members will constitute the quorum out of which 10% at least should be women. However, due to some genuine reasons, if the number of members present is not 50 percent, the meeting can be reconvened with at least 40 percent of the members. However, in the next meeting the quorum would be 50 percent.

No member of the GB would have any veto power and all the decisions would be taken by consensus or majority vote.

However, if VSS/EDC feels that a decision has been wrongly taken or general body intends to change the previous decision; it can be done in next meeting but in presence of members numbering more than 10% of the number present on previous occasion.

A decision in GB meeting cannot be changed in EC meeting and it will be deemed to have been 'approved' by the EC.

8.3 Meetings of Executive Committee (EC)

- i) EC would meet as often as possible and necessary, but not less than once in two months.
- ii) The meeting will be presided over by the Chairperson and in his absence by the Vice-Chairperson or any body authorized by the Range Officer.
- iii) The quorum for any meeting of the EC shall be 50 % of its membership, out of which at least one- third shall be women.

8.4 Special Meetings

Under special circumstances, GB meetings can be convened as and when so required. In this case at least one third of members have to request the chairperson in writing. For such meetings, at least 3 days' notice indicating the purpose has to be communicated to all. In such meeting presence of Chairperson / Vice Chairperson, Secretary, and NGO representative would be must and quorum for such special meetings would be 50 percent of total members. The decision in such meeting shall be taken by a minimum of 2/3rd members of VSS/EDC/ EDC.



9.0 Record of Meetings

The proceedings of all meetings of VSS/EDC shall be recorded in Odia and maintained by the Secretary. All decisions taken in such meetings shall be recorded in form of 'resolutions' duly signed by the Chairperson and the Secretary (Form 2.6). A copy of the proceedings would be either pasted in a register or preserved in a guard file. All the resolutions passed by the VSS/EDCGB in a financial year are to be given running serial numbers. A copy of the proceedings is to be forwarded to the GP and the Range Officer and the Divisional Forest Officer. The Secretary shall be responsible for communicating the decisions in the form and language so that villagers understand it clearly. If the resolution requires specific activities to be undertaken by specific individual members, the Secretary will inform the same to the concerned person(s).

The forthcoming EC will be elected in the last meeting of the GB convened (quorum would be 50 percent) one month before the end the term of the EC. It shall be binding on the part of the Chairperson to convene this meeting at least one month before the expiry of the term of the EC. In case the EC is not re-constituted as above, the VSS/EDC will be deemed to have become dis-functional and the VSS/EDC account will remain inoperative during this period. The Range Officer will take immediate steps for reconstitution of the EC.



Deliverables of different Stakeholders for P-NGO Collaboration under Ama Jangala Yojana

1.0 Background

The Ama Jangala Yojana is implemented by the Forest and Environment Department, Government of Odisha through the Odisha Forestry Sector Development Society (OFSDS). The scheme aims at forest restoration, promotion of sustainable management of forests by strengthening participatory forest management and improvement of livelihoods of forest dependent community.

The scheme include activities such as ground survey, demarcation and mapping, micro plan preparation, capacity building, construction of community building, livelihood support, forest restoration support and NGO support.

Non- Government Organizations (NGOs) are engaged for a Divisional Management Units (DMU is a Forest Division) to assist the Odisha Forestry Sector Development Society (OFSDS) in implementation of the interventions under the Ama Jangala Yojana. NGO will deploy one team of 3 members to a Field Management Unit (FMU) in a DMU.

Each FMU team will consist of one Team Leader (Institution Development) and two Development Officers (Community Development -1 and Natural Resource Management-1). Who will carry forward the activities in the field.

2.0 Objective of P-NGO Collaboration:

The association with NGO is primarily aimed at achieving the objective of socio- technical assistance to VSS in ground survey, demarcation and mapping, microplan preparation, capacity building and planning for livelihood alternatives, thereby co-ordinating between the VSS, FMU and DMU and aiming at democratic, equitable and sustainable governance of community and forest resources of the, by the and for the VSS.

3.0 Key Activities to be undertaken by Partner NGO

NGOs will undertake the following activities:

- Formation of VSSs wherever required.
- Preparation of Micro Plans for target VSS
- Sensitization of local communities and their capacity building
- Training Programs for VSS members and SHGs
- Identification/selection of SHGs and assisting SHGs in preparing plans for micro enterprisedevelopment.



- Arrangement of loan linkage/ grant support for SHGs with other financial institutions through convergence
- Facilitating SHGs/ SHG Clusters in processing, packaging, marketing of their products.
- Exploring livelihood programmes like checking of health of water bodies, sanitation, diagnosis & treatment of Malaria, gravitational channelizing water to village, non formal education etc. on priority basis through convergence
- Assisting VSSs in undertaking of SMC, RDF, plantation activities etc
- Any other works ancillary and necessary in execution of Micro-plans

4.0 The deliverables of P-NGO Team in detail

4.1 Orientation of VSSs and Communities (Para 4.2 of ToR)

1. P-NGO team along with FMU staff will organize village meetings and mobilize the community in order to identify potential VSS sites. The P-NGO team will explain the following to the villagers in a VSS.
 - JFM – purpose, guidelines, programmes, practices, benefits and responsibilities;
 - Structure and functions of VSS, by-laws and VSS Management Guidelines;
 - Duties and responsibilities of VSS members and Executive Body; and
 - About the Ama Jangala Yojana Scheme.
2. The P-NGO will assist in selection of entire target villages in a Range based on the willingness of the community and the cohesiveness in implementing participatory programmes
3. Re-Orientation to existing VSSs, in case dormant VSSs are there in the DMU. The NGO team will revitalize these VSSs to gain the necessary organizational identity and unity.
4. The NGO team will mobilize the community of the potential new VSS areas by involving representatives from Gram Panchayats and FMUs and the new VSS will be constituted as per the JFM resolution of the Govt.

4.2 Assisting Survey and Demarcation of the VSS assigned area

The NGO team will assist the FMU staff to delineate the assigned forest area for each VSS.

4.3 Formulation of Micro Plan

1. The NGO team will undertake detailed micro planning for each VSS as per the Microplanning formats and guidelines to be followed under AJY.
2. They will prepare a micro plan through community participation. The convergence of different treatment plan in micro plan will be done by NGO in consultation with VSS and SHGs.



4.4 Capacity Development

1. Training and awareness meeting will be taken up by the NGO team at the VSS level for improving of the awareness of the communities on the various issues related to the generation and protection of the forests and their skills on institutional building, micro planning, fund management, micro enterprise, participatory monitoring and evaluation etc.
2. The NGO team will undertake the training needs, analysis with the close monitoring with the FMU during the meetings with the VSS and preparation of micro plan.

4.4.1 VSS/EDC level trainings which the P-NGO normally organizes or conducts are as below:

- i. VSS/EDC promotion, awareness and information dissemination on the programme
- ii. Micro Planning-I: Baseline Data Collection, PRA at village level & Livelihoods Analysis etc.
- iii. Soil and Moisture Conservation (Insitu Training along with technical training).
- iv. Micro Planning-II: Forest Development Plan, Species selection including Nursery, RDF Fodder & Forage selection, Village Perspective Plan, Annual Plan.
- v. Record Keeping, Fund Management, Micro Finance.
- vi. Forest Protection-Grazing Management & Fire Control
- vii. Livelihoods Visioning, IGA, skill Transfer Training
- viii. Participatory Monitoring & Review of VSS activities
- ix. Asset Management, User Charges.

4.4.2 SHG Trainings

- i. SHG/CIG Promotion & Livelihood Perspective
- ii. SHG Book Keeping, Fund Management and Micro-Finance
- iii. SHG/CIG-IGA, Microenterprise and Marketing
- iv. Exposure visit to best practices
- v. SHG Federation-cluster approach
- vi. Any other training that will assigned by the 1st Party.

4.5 Income Generation Activities through individual / Cluster of SHG:

1. The NGO team will support the VSS in undertaking various Income generation activities through SHGs.
2. The NGO team will assist the VSS in association with FMU Chief in providing financial linkage arranged from different sources (NRLM funding, Mission Shakti, Bank etc.) to the SHGs for carrying out various Income Generation Activities.



3. The P-NGO team will facilitate SHGs in preparation of the credit plan for selected SHGs to avail the financial assistance in shape of loan from the financial institutions. They should priority to well-functioning SHGs, who have not yet been linked with any financial institution and those solely depending on forests for their livelihood.
4. The team will give thrust on promotion of processing units, packaging and marketing of the value added products around NTFP other agricultural and horticultural produces through clusters of SHGs depending upon the potentiality in an area.

4.6 Promotion of fuel efficient devices:

- i. The NGO team should promote the use of fuel efficient chullas so as to reduce the use of fuel wood in the VSS areas.
- ii. The fund will be given to each VSS for providing indigenous fuel efficient smokeless chullahs to the households.
- i. All the households should be given necessary trainings for using the devices and repairing them as and when required.

4.7 Rehabilitation of Degraded Forests:

The NGO team will assist the FMU Chief and VSS to carry out various forest management activities so as to improve the forest cover in the degraded forest areas assigned to the VSS. The interventions will be site specific based on the detailed micro plans. The indicative activities are as follows:

- a. Silvicultural operation over existing suppressed growth.
- b. Restocking with appropriate indigenous timber species and enrichment of species such as NTFP, Fuel & Fodder, Bamboo, Cane, Climbers and Tubers etc.
- c. Soil & Moisture Conservation measures, provision of water, harvesting structures, check dams, wherever feasible and required.
- d. Control Plot – Biodiversity study etc.

4.8 Convergence with Line Department

1. The PNG will facilitate the community for the constitution and use of latrine by each household in VSSs convergence with Odisha Water and Sanitation Mission and other programmes will be carried out on priority basis.
2. The water bodies around the VSSs used by the villagers and for their cattle, the water quality must be tested and necessary treatment may be made to make the safe use of the water sources for which the P-NGO team will facilitate to the community.
3. Treatment of malaria patients in the VSSs areas, gravitational channelizing water to village,



undertaking of non formal education etc. on priority basis through convergence with line department will be carried out by NGO team.

4.9 Institutional Arrangement:

1. The P-NGO Chief Functionary will sign the agreement and the DMU Chief and will remain responsible for the contract.
2. The P-NGO will deploy one team of three members (one team member and two Development Officers) to a Field Management Unit (FMU) to work in about 20 VSS.
3. The P-NGO shall submit monthly statement of receipt and expenditure to DMU.
4. The P-NGO will responsible for paying all taxes as per law.
5. The P-NGO team members are also required to travel outside the jurisdiction for the project work as and when required by the project.

5.0 Teams mobilization, placement and project familiarization:

1. The Chief Functionary of the P-NGO will mobilize appropriately qualified and experienced personnel for the P-NGO team as suggested in the technical proposal. 15 members will be engaged following approval of the DMU Chief.

5.1 Work responsibility of the Team Leader:

1. The Team Leader will steer the institutional development and strengthening of the VSS for project consolidation and sustainability.
2. He is responsible for implementation of the other P-NGO activities under the scope of the work defined.
3. Responsible for day-to-day management of his/office, team and updating the records, documents and maintain good relationship with DMU, FMU and other FMU partner agencies.
4. He is responsible for field level day-to-day team management resources and other strategic matters.
5. Undertake overall programmatic supervision of the Development Officers.
6. Prepare and submit the monthly reports and other deliverables in time and any other works under AJY deemed to be necessary.

5.2 Work responsibilities of the Development Officers:

1. The Development Officers will work at grass roots level under the overall leadership of the NGO-Team Leader and in close coordination with the FMU.
2. Coordinates with the Team Leader, Member Secretary, VSS President and extends her/his supports for all aspects of project implementation.



3. Responsible for communicating the program policies and guidelines to communities.
4. Responsible for creating greater community response to the project interventions and assisting the effective implementation of the operational plans at the assigned levels & any other works under AJY is time to time deemed to be necessary by NGO team.

5.3 The P-NGO team will submit Annual Action Plan to DMU

5.4 The P-NGO team will attend monthly review meetings at FMU/DMU, quarterly review meeting at circle level and Half yearly review meeting at CFPMP cell.

5.5 P-NGO will submit monthly, quarterly and annual report as per agreed time line to DMU as per the prescribed format to be provided by PMU. They will also develop other reports, success stories, cluster hand outs etc. time to time as per suggestion and requirement of the project.

6.0 Deliverables by other stake holders:

The major responsibilities of each party are summarized in the table below:

| S.N. | Party | Roles & Responsibilities |
|------|-------|--|
| 1 | PMU | The process for selection and engagement of p-NGOs for each Division will be conducted by the PMU and a panel of finally selected p-NGOs will be prepared for approval by the PD, OFSDS. The format for agreement between the DMU Chiefs and p-NGOs will be prepared and circulated to all DMUs for execution of the Agreement. Half Yearly Review Meetings and other review Meetings as required will be conducted by the PMU. Field Visits of the officials of PMU for review of work under progress. Preparation of policy decisions, Budget allocations, instructions, guidelines etc. will be taken up at PMU. Preparation of Annual Calendar of Activities including Capacity Building will be done at the PMU Level. Any other work required for smooth execution of the project. |
| 2 | RCCF | Overall Supervision of implementation of the Ama Jangala Yojana. Planning, Monitoring and Supervision of the implementation of the project in various DMUs under their control including the capacity building inputs. Conduct of Quarterly review meeting on the progress of implementation of the project. Attending the review meetings conducted at PMU. Compilation of information required on the progress of the project for each Division under their control and submission to the PMU. All Reports of the DMU shall be scrutinized and compiled at Circle level for further transmission to PMU. |
| 3 | DMU | Overall supervision of the NGO functioning. Attending the review meetings at RCCF Level. Conducting periodical meetings with NGO Team and NGO Chief Functionary. Review the letter of replacement of NGO team members. |



| | | |
|---|-----------------------|--|
| | | <p>along with CV Ensuring timely reporting by FMUs Approving reports, documents and bills / invoices of NGOs Making payment to NGOs in accordance with this guideline Compiling data and information given by NGOs Keeping all the reports and documents properly. Approving the proposals from NGOs on capacity building of VSS members, exposure trip, IGA support activities, model farm establishment, research activities and impact assessment, communicating the project reference materials, guidelines, manuals and circulars that are received from PMU to FMU Carrying out periodic monitoring visits to FMUs and NGOs and verifying the quality and quantity of deliverables and outputs of NGO works and fund utilization on a sample basis Provide specific feedback to FMU on the areas for improvements report its observations on activities of p-NGOs to PMU periodically.</p> |
| 4 | FMU | <p>Conducting periodical meetings with NGO Team and NGO chief functionary facilitating NGO team to provide their services effectively ensuring timely reporting (financial and physical) by the NGO, verify the same and endorse them to DMU with comments. Keeping all the reports and documents properly reviewing the proposals from NGOs and endorsing them to DMU along with comments and recommendations communicating the project reference materials, guidelines, manuals and circulars that are received from DMU to NGO carrying out monthly monitoring visits to the work sites and office of the NGO team at FMU HQ and verifying the quality and quantity of deliverables and outputs of NGO works and fund utilization on a sample basis provide specific guidance to NGO on the areas for improvements report its observations to DMU periodically.</p> |
| 5 | NGO Chief Functionary | <p>Endorsing the NGO team members to DMU Chief for his approval and signing the memorandum of understanding establishing and maintaining an office for the NGO team members at FMU HQs regular supervision on the NGO Team members functioning meeting periodically with the NGO team, FMU and DMU arrange for replacement of NGO team members, when the need arises, along with submission of CV of new team members and submit the same to both FMU and DMU preparing and submitting periodical reports, documents and bills / invoices to FMU and DMU issuing receipt and utilization certificate to FMU and DMU keeping all the reports and documents properly preparing the proposals from NGOs on capacity building of VSS members, exposure trip, IGA support activities, model farm establishment, research activities and impact assessment and submitting them to FMU and DMU carrying out periodic monitoring visits to NGO team and their sites and ensuring the quality and quantity of deliverables and outputs.</p> |

Community Mobilization

Introduction

Close involvement of community members in participatory forest management is extremely critical as it promotes 'bottom up approach' not only in effective planning and implementation of interventions in the protection of forests but also in effective monitoring, evaluation and ownership of the government program by the community. Active participation of the community also ensures transparency, accountability and helps in leveraging the cumulative knowledge of the community for better conservation of the forests. Field level research has shown that protection and regeneration of forests has improved significantly in places where communities have been involved actively.

To facilitate a participatory decision-making process, community mobilisation is a method whereby a group of people rise above their differences to meet on equal terms in order. In other words it can be viewed as a series which begins a dialogue among members of the community to determine who, what, and how issues are decided, and also to provide an avenue for everyone to participate in decisions that affect not only their lives but also their socio-economic development.

What is a Community?

A community is defined as a group of people living together in the same geographical area and share the same customs, practice and beliefs.

Characteristics of a community

1. *Leadership*: Every community has a form of leadership- be it elected, hereditary or appointed. This leadership is respected by the people in the community. Therefore, in order to influence the community, one needs to recognise and involve leadership. Forms of leadership are also present in various institutions found in the community e.g., school governing boards, farmers group etc.
2. *Community Structures and institutions*: In a given community, there are structures and institutions. These structures and institutions depend on the level of leadership found in the community, the level of awareness in the community and the resources available in the community which includes school, community hall, religious place, tribal court, gram panchayat etc.
3. *Presence of social deviants*: In every community, there are people who do not follow the norms and expectations of the community but choose to do things contrary to what everyone else is doing. These people are referred to as social deviants.
4. *Shared geographical location*: people in one community live within the same geographical location/ area. Young and old people, males and females are found in every community.



5. *Communities highlight wrongs more than rights:* It is human nature to remember the wrong things done more than they remember good things. It is therefore, a challenge for the community mobilizer to be a role model for the village.
6. *Medium of communication:* In every community, there are ways of communicating which is understood by the people hearing the message. For example, the beating of drums in a certain rhythm sends across a message that the community can understand.
7. *Culture, customs and beliefs:* Every community has its own culture, customs and beliefs which are shared by everyone which is expressed through language, dress, food etc.
8. *Survival instinct:* Every community protects itself against extinction. Some of the ways in which this is done include securing food, security and health.
9. In every community, there is an observed need for *entertainment, socialisation* and recreation.
10. There are *individual and communal responsibilities* in every community. This means that there is respect for individual and community rights and responsibilities and that both the community and individual know them and carry them out.
11. *Shared language and dialect:* Every community has a common language and dialect with which they communicate with each other.
12. *Diversity:* Not everyone in the community has the same opinions about everything, yet the members of the community are able to live together in harmony.
13. *Shared experiences in every community:* The members have undergone some similar experiences which bond them together and with which they identify. E.g.,-droughts, famines etc.

Composition of a community

Communities are comprised of different categories of people. However, the proportions of each may differ from one community to the other. These are:

- o Leaders
- o Male and female
- o People of different generations
- o Structures-Schools, Places of worship, Hospitals
- o Various groups such as organised clubs, women groups, youth groups, ethnic groups etc.

What is Community Mobilisation?

Community Mobilisation is a process of engaging communities to identify community priorities, resources, needs and solutions in such a way as to promote representative participation, good



governance, accountability and peaceful change. It is an attempt to bring both human and non-human resources together to undertake developmental activities in order to achieve sustainable development.

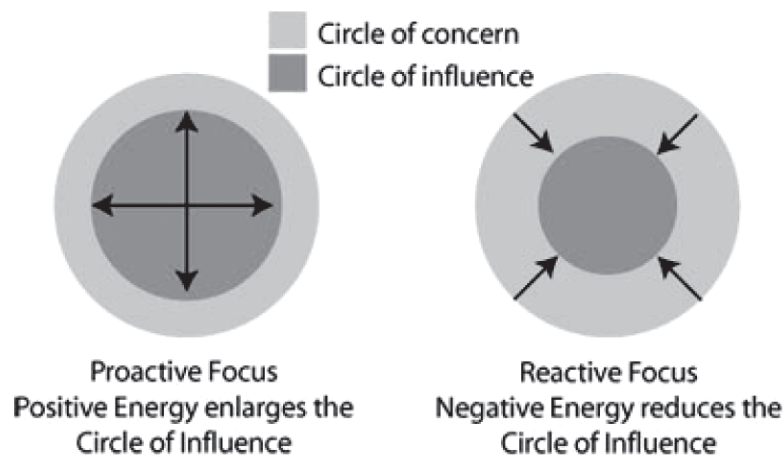
| What it is | What it is not |
|---|---|
| 1. Nurturing collective power | 1. Using power over others |
| 2. Continuous engagement with the community | 2. One-off activities |
| 3. Systematic | 3. Ad hoc or done without a plan |
| 4. Multi-faceted | 4. Done with one strategy |
| 5. A process | 5. A project |
| 6. An effort for social righteousness | 6. A technical quick-fix |
| 7. About fostering activism | 7. About implementing activities |
| 8. Requiring a range of people, groups and institutions | 8. Possible with few individuals or groups |
| 9. Going beyond individuals to influence groups | 9. Focused only on individuals |
| 10. Building social networks or capital | 10. Dividing individuals or groups |
| 11. Promoting alternative values | 11. Providing only information and facts |
| 12. Stimulating critical thinking | 12. Telling people what to think |
| 13. Holistic and inclusive | 13. Limited to specific individuals or groups |
| 14. Based on principles of human rights | 14. Based on goodwill |
| 15. Positive and supportive | 15. Blaming and shaming |
| 16. Democratic | 16. Hierarchical |
| 17. Changing Norms | 17. Changing just specific behaviours |
| 18. Collective: everyone must work together for change | 18. Possible with individuals acting in isolation |

For community mobilization to succeed, energy and momentum is needed otherwise people's morale will decline as time goes on.

Principles of Community mobilization

Engage the whole community (Circles of Influence)

Any grass root level transformation or development requires commitment and engagement of the whole community. One-off efforts that engage isolated groups or implementing sporadic activities has limited impact, because we need to build enough support that the whole community works through the process of change. Success in any project depends on reaching and engaging a broad group of women, men and youth at the individual, community and societal levels. Since people live in community with others, the whole community needs to be engaged for community-wide change to occur.



A **Circle of Influence** encompasses those concerns that we have some control over and leads to become proactive. Each little victory motivates to find new ways of exerting influence and each step builds a sense to feel stronger and more creative there by expanding the circle of influence.

A **Circle of Concern** encompasses wide range of concerns. This focus leads to more and more blaming and accusing, to feelings of victimisation. This negative way of thinking, accompanied by inaction to change things, results in the circle of influence shrinking.

Facilitate a Process of Social Change

Changing community norms is a process, not a single event. Projects based on an understanding of how individuals and communities naturally go through a process of change can be more effective than those that thrust haphazard messages into the community. The process of social change mirrors the Stages of Change, and can be broken down into Start, Awareness, Support and Action

phases. Organizations that attempt this work can become skilled facilitators of individual and collective change by working with, guiding and supporting the community along a journey of change.

Provide Repeated Exposure to Ideas

Community members need to be engaged with regular ideas that build on and reinforce each other, from a variety of sources over a long period of time. This contributes to changing the climate in the community and building momentum for change. Repeated exposure to ideas from a variety of sources can make a difference in people’s attitudes and behaviours.

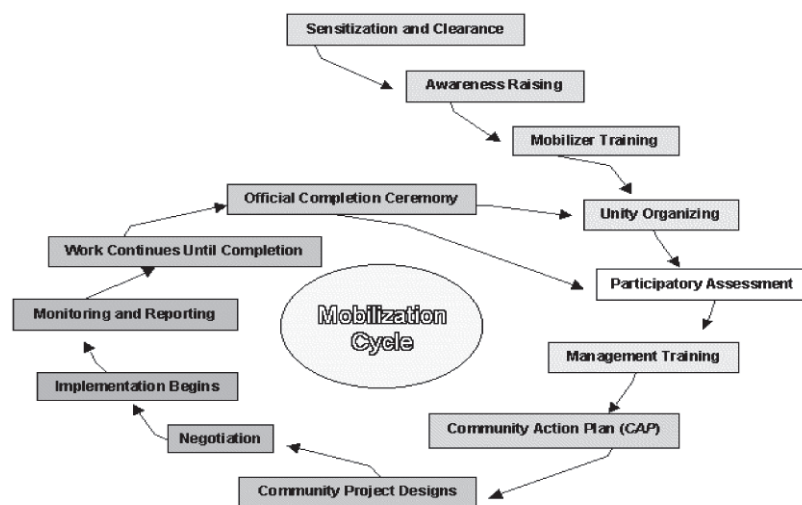
Promote Community Ownership

Effective projects aimed at changing harmful beliefs and practices in a community must engage and be lead by members of that community. Organizations can facilitate and support change, yet the change must occur in the hearts and minds of community members themselves. Organizations can work closely with individuals, groups, and institutions to strengthen their capacity to be agents of change in their community. In this way, their activism will live long after specific projects end.

Community Mobilisation Process and Key issues

The “Community Mobilisation Process” is also termed as “Community Mobilization Cycle” or is sometimes called “The Community Participation Promotion Cycle,” or the “Problem Solving Cycle,” or “The Community Development Cycle,” or “The Social Animation Cycle”. It is a series of interventions (carried out by one or more mobilizer) designed to increase the level of involvement of a community in the decisions that affect its own development.

It is called a “Cycle,” in that it is repeated, each time building on earlier successes, errors, and lessons learned.





The cycle:

- Is a series of interventions in a logical and progressive order
- Is carried out by a justified, authorized and recognized mobilizer (or mobilizers)
- Uses the community choice of action as a means of strengthening
- Requires that the mobilizer(s) be informed and sensitive to community characteristics
- Can be implemented by a ministry or department, or by a non-governmental organization
- Promotes (encourages, advocates for, trains in skills necessary for, and supports) community participation in controlling and decision making of all actions affecting the community as a whole.

Characteristics of the cycle:

- o Are logically linked with each other and to the cycle as a whole;
- o Are all needed (absence of any one will seriously weaken its impact); and
- o Are initiated in the following order, although there may be some overlap and continuation:
 1. Participation of all members of a target community (irrespective of biological or social characteristics)
 2. The key decisions to be made, and control to be exercised, include: (i) assessing needs and potentials (ii) determining priority problems (iii) planning community action plans (iv) implementing and monitoring them, and evaluating their results
 3. The community as a whole takes responsibility (not leaving that to an outside party)

Steps:

1. Sensitization and Clearance:

The community mobilizers must be recognized by authority and obtain official status to avoid any kind of vulnerability. Further, the sensitization must be well planned and executed and should not be taken as mere formality. The counteracting of rumours and false assumptions must be integral to the sensitization strategy.

2. Awareness Raising:

Before encouraging the community to act the mobilizer must make the community members aware of specific realities. During this step, it is important to avoid raising false expectations, and actively counteract the inevitable assumptions and rumours about the kind of assistance to expect.



3. Mobilizer Training:

The few mobilizers available cannot reach every community in need of an intervention to encourage empowerment and self-reliance. Hence, proper and effective training of the mobilizers is a must.

4. Unity Organizing:

No community is unified, there are divisions and factions in every community. The degree varies. When there is much social disparity, it is more difficult to reach a community consensus of the priority problem, and thus the priority goal. Hence, Unity organizing is a necessary precedent to most community mobilization, and continues throughout the cycle as needed.

5. Participatory Assessment:

Although the mobilizer must first make an assessment of community resources, potentials, hindrances and needs, the strategy of the mobilization cycle requires that an assessment be done with the community as a whole. This might not be done all at once, and may be done or continued to be done by the VSS/ other grass root level committee later, after it is formed and organized.

6. Management Training:

One of the elements of the community management programme that distinguishes it from orthodox animation or community development interventions, is the addition of management training. It is not sufficient to allow or even stimulate a low income or marginalized community to participate in democratic and developmental decision making and actions; it is also necessary for that community to have the capacity to participate. Management training is designed to increase that capacity (skill transfer, awareness raising, information transfer, encouragement and restructuring)

7. Community Action Plan (CAP):

The community must agree on what it wants to achieve over the next period of time, one year, five years (usually the same period as for the project plans). The plan can also include one or several community projects.

8. Community Project Designs:

The key to management training is the asking and answering, of four key questions: (1) What do we want? (2) What do we have? (3) How do we use what we have to get what we want? and (4) What will happen when we do? These are expanded in detail to become a community project design. In the methodology here, the answering of those questions, and the design of a community project, is participatory, in that it is guided by the mobilizer as trainer (who asks the questions), and generated by the participants as a group (who answer the questions).



9. Negotiation:

The mobilizer is walking a fine line here. On one side the community has too much reliance on the existing resources; on the other is the genuine need for supplementary resources needed by the community. Where a project design is used as a proposal, written by the representatives of the community, it becomes an instrument of negotiation between the community and external authorities and potential sources of resources. Whether the community seeks resources or approval, or both, its project design and/or proposal is its instrument for negotiating.

10. Implementation Begins:

At this point the community and its leaders will be more interested in the actions and results and needs to be reminded and encouraged that monitoring and reporting must be concurrent with the action. While the goal of the community is the finished facility, the goal of the strategy and mobilizer is increased community strength and capacity development (financial and accounting skills, report writing, technical skills).

11. Monitoring and Reporting:

While the monitoring and reporting is aimed at observing the action in order to make adjustments and avoid getting off track, it is then supplemented by more in-depth assessment and evaluation. This includes the assessment of impact of the action, and a value judgement about how it was carried out, if it should have been carried out, and what instead should have been planned.

This in turn opens the door to repeating the cycle, because it serves the same purpose as the initial situation analysis and community assessment.

12. Official Completion Ceremony:

The completion ceremony is an opportunity to make a publicized public event, to raise awareness about community empowerment and about the project, and to confirm the legitimacy and appropriateness of community participation promotion and

Key issues in community mobilization

- Community assessment must precede any community intervention, so that planned activities match the needs and assets of the target audience. Participatory rural assessment and participatory strategy and/or action planning with prospective target audiences are most likely to yield the rich qualitative information needed, and to generate momentum for the project.
- Ensure that the community mobilization strategy is based on a theory of change. There are a number of theories based on psychological and social sciences that provide a framework for thinking about pathways to change.



- Communicating, early and clearly, the purpose and nature of the project prevents raising and disappointing expectations, e.g. any hopes by members of the community to receive immediate benefits such as financial support, etc.
- Participative monitoring and evaluation with target audience members helps to understand what change means within the particular community. What may seem irrelevant to an outsider can be a bold step forward within a particular community.
- To prevent message drift or local activities that may conflict with the project strategy, community activities should be accompanied and monitored by experienced mobilizers who can solve issues arising around misinterpretations in a constructive, participatory process.

The Role of a Community Mobilizer

Selection of a mobilizer

The following things to be assessed before selection of a Mobilizer:

- “Is he willing to give his time and interest to help community members to solve their problems themselves?”
- “Can he behave himself in such a way that the people will not see him as boasting?”
- “Can he work in the settlement while avoiding political and factional disputes?”
- “Can I keep up the interest of the people?”
- “Is he willing to work in such a way that community will say they did it themselves?”
- “Does he has enough elementary technical knowledge in agriculture, appropriate technology, construction, disability, roads, nutrition, social work, soil conservation, hygiene, water– to assist community members to analyse their own problems?”

“Is he willing to keep from being discouraged when many things go differently from the way he expected?”

Who can be a Community Mobilizer?

- Ability to read and write well in local languages, and the national language.
- Ability to speak and listen well in local languages, and the national language.
- Ability to stand in front of a group without showing fear or arrogance.
- Ability to learn mobilization skills .
- A desire to contribute to national development through community empowerment.
- Strong morals viz. honesty, transparency, generosity, altruism and respect.
- Well motivated, team member able to work alone and/or without supervision.



- Ability to observe and analyse social indicators.
- Willingness to undertake further training offered by and required by the programme.

Major roles and responsibilities of a Community Mobilizer

- To begin baseline research of selected communities, and continue to monitor social change and new social information relevant to community empowerment.
- To identify potential leaders and/or organizers.
- To motivate and encourage potential leaders to talk to their fellow community members about unity and self reliance.
- To initiate actions aimed at breaking down passivity, apathy and attitudes of letting others do things for them.
- To raise awareness that community members themselves can move each community out of poverty, and to show them ways they can do this for themselves.
- To assist community members to identify needs and to generate solutions, identifying priority issues and to analyse their problems.
- To encourage and stimulate community members to organize for action aimed at solving their problems and to plan, implement and monitor action that they define themselves.
- To provide community leaders with management skills and knowledge in getting community members interested, organized and motivated.
- To develop trust, tolerance and co-operation among community members
- To assist the community in obtaining available outside resources, warning of the negative effects of becoming too dependent upon outside resources.
- To encourage and stimulate full participation by all community members with special attention to those who are usually forgotten, marginalized and overlooked in community decision making.
- To assist the community in obtaining information and knowledge that may be available through governmental and non governmental agencies, through extension and outreach programmes.
- To assist the community members in developing their own capacity and strength to the point where they no longer need the services of you the mobilizer.
- To call community meetings so as to:
 - o brief all members on correct information related to community self reliance and
 - o organize and arrange the provision of all resources (human and materiel) needed for community actions.



- To stimulate community members to participate in their own community's desired development actions.
- To engage in activities that will promote increased community effectiveness, capacity, self reliance, and empowerment.
- To ensure that all information is accurate and correctly interpreted.
- To actively counteract incorrect information, especially that which causes unrealistic expectations, and later disappointment and discouragement.
- To encourage and praise community members, confirming that they have the ability to develop themselves.
- To ensure that every decision about what activities the community will undertake, is the choice of the whole community, not just a few (powerful) community leaders.
- To ensure that the vulnerable are heard in community decisions: including women, youth, disabled, ethnic minorities, the weak and disenfranchised.
- To promote and encourage unity in the community, unity of purpose, of goal and of action; actively counteracting forces of community disunity prejudice, bigotry, racism, sexism, clanism, patronage, caste, class.
- To come together frequently with other mobilizers to share experiences, mutually solve common problems, and to improve skills of social animation and community management.
- To assist in the learning of community management skills and techniques by community leaders and members.

Role Play

1. A community Mobilizer visits the village chief. What and How should be the approach?
2. A community mobilizer visits a family in the community. He meets at least three generations of the family: a man, his wife, his mother and his son. How would be the approach?



Communication and Community Mobilization

Introduction

Communication is a key component of sustainable development. Mobilizing community members for community development is important but members of communities can only be mobilized when communication is effective. Adequate community communication leads to effective collaborative efforts in issue of development. Communication will help engage citizens in development. To bring about social change among the marginalized and vulnerable population groups, participation must be fostered through communication; as such will lead to the transformation of the community. This is to say that communication is a central or the mediating factor facilitating and contributing to collective change.

The aim of effective rural communication is to put rural people in a position to have the necessary information for decision making and the relevant skills to improve their livelihood. In communication for development, rural people are at the centre of any given development initiative and so communication is used in this sense for people's participation and community mobilization, decision making and action, confidence building for raising awareness, sharing knowledge and changing attitudes, behaviour and lifestyles. Communication for development is defined as the planned and systematic use of communication through inter-personal channels, ICTs, audio-visuals and mass media.

Media (IEC) for Community Mobilization

- ✓ Song, Poem, Story
- ✓ Poster, Leaflet, Banner, Signboard, Billboard
- ✓ Loudspeaker
- ✓ Rally
- ✓ Radio, Television, Cinema, Newspaper
- ✓ Popular drama

Steps in designing IEC Activities

The information gathered through the needs assessment provides the framework for the development of suitable IEC activities. Any activities and materials must always be culturally sensitive and appropriate. These are the major steps you should follow when designing an IEC activity:

- ✓ Conduct a needs assessment.
- ✓ Set the goal. This is a broad statement of what you would like to see accomplished with the target audience in the end.



- ✓ Establish behavioural objectives that will contribute to achieving the goal.
- ✓ Develop the IEC activities and involve as many other partners as possible. After their successful implementation, you should be able to have a significant impact on achieving the behavioural objectives.
- ✓ Identify potential barriers and ways of overcoming them.
- ✓ Identify potential partners, resources, and other forms of support for your activities and gain their sustained commitment.
- ✓ Establish an evaluation plan.

How to develop IEC Messages

- o A good message is short, accurate and relevant.
- o It should be disseminated in the language of the target audience and should use vocabulary appropriate for that audience.
- o The message tone may be humorous, moralistic, authoritative, rational or emotionally appealing.
- o It may be intended as a one-time appeal or as repetitive reinforcement. It is often necessary to develop several versions of a message depending on the audience to whom it is directed.
- o Pre-testing, by trying out the materials with small groups from your larger target audience, is an essential part of developing messages and educational materials.
- o Pre-testing may need to be repeated frequently until you are sure your information is being conveyed as desired.
- o Determine suitable methods and channels of action and communication. Once the target audience is identified and researched and the key messages have been chosen, it is time to decide which media and combinations of information channels will reach the target group.
- o Both formal and informal groups can be targeted. Different channels do different jobs. Each has its own strengths and weaknesses, depending on the role it will take in the communication programme.
- o The choice of messages and media will be influenced by many factors: cost, literacy levels, artistic style within the community, familiarity with, and extent of penetration of a particular medium for both service providers and users, and availability of the medium in the target population's community.
- o The development and refinement of messages and the choice of the communication channel or medium are inseparable. Very different messages will be developed for different media, for example radio, stories, poems, songs, posters or flip charts, for the nature of the medium affects what messages can be successfully used.



- o The skills of those using the materials must also be considered. It may be necessary to provide training to those staff expected to use the materials. For example, it is important to recognise that placing a picture or poster on a community wall at which people may not look is quite different from using a series of pictures in the form of a flip chart as an educational tool in a group setting.

Group Activity

1. Participants to be divided into two teams.
2. Team 1 to be assigned with the job to identify a burning issue of their locality. Make out justified communication medium to mobilize the community. Develop the content of communication for disseminating the information.
3. Team 2 to list out and present the positive aspects of different communication media and its need in context to their locality.



CONFLICT RESOLUTION

1. What are conflicts and what are the sources/ causes for conflicts?

Conflicts are an inevitable part of life. Most of us have experienced conflicts within ourselves, within our respective organizations and also with or within rural communities and government agencies we interact with. Conflicts and disturbances arise when there are varied interests of people in a particular resource. Conflicts are not only unavoidable but are also natural, the intensity and frequency increasing with the demand on the resource.

In general, conflicting desires and activities may originate within one person, between two or more persons or between two or more groups. For example,

- You are in conflict with yourself if you wish to go for a music programme and attend a village meeting the same evening.
- You are involved in an interpersonal conflict when some of your colleagues keep running down an initiative you have taken.
- Your team may be in conflict with another agency when you believe that community groups should manage their own resources while the other agency does not.

Each one of us has a set of basic needs such as food, shelter, education, recreation, social/ economic security, etc. The actions and emotions by which we become involved to gain or protect our basic needs is our interest. For example, a farmer, Ram's basic needs are to assure water for his crops in the months of April and May. If he gets enough water during this period he can feed his family. His interests to protect and enhance this basic need, has led him to build a small dam above his fields to ensure steady supply of water.

Conflicts arise due to threats to the individual's or group's basic needs and interests and the sources of conflict may be:

- **Information:** due to lack of information or differing interpretations of the same information.
- **Relationships:** due to differences in personality, emotions, misperceptions and prejudices.
- **Structural:** due to differing ideas regarding processes, rules and power to control, such as resource use issues.
- **Values:** due to differences in cultural, social and personal beliefs and traditions.

For example, Shyam has a piece of land below Ram's. He also has the same basic needs as Ram but his interests have led him to build small fish ponds along the edge of his fields to increase his profits. While building his ponds, he did not know that Ram was building a dam upstream, which would reduce his access to water. Shyam is now in conflict with Ram. The sources of conflict here are both structural and information related.



In order to address the sources of conflict we need to understand whether the conflict is caused by a gap or difference in the conflict source.

- A gap refers to an absence or lack of common information, relationship, structure or values.
- A difference refers to contending ideas regarding common information, relationship, structure or values.

Accordingly, the resolution of the conflict will focus on filling the gap or bridging the differences.

2. Three Levels of Conflict:

- **Latent:** Initially conflicts lie latent, below the emotional surface, but can be set off any time. The individuals or groups may not be aware that their basic need and interests are threatened or they may not have decided how to react as yet. For example, when Ram is building his dam upstream while Shyam is building his fish ponds.
- **Emerging:** The conflict is said to be emerging when the person or group is aware of threats to their basic needs and interests, but may not be fully aware of all the causes, and so they have yet to react. For example, Shyam does not get enough water in his fish ponds, but he does not know why this is so.
- **Manifest:** This happens when people are in active conflict. They have decided how they are going to react to / address the threat to the needs and interests and have also engaged in action. For example, Shyam is angry with Ram and threatens to break the dam when he gets to know why he not getting enough water.

3. Conflict Choices:

- **Fight:** Some people choose to fight using whatever means to force a change. They seek to win but risk losing everything.
- **Flight:** Others choose to run away from their problems or avoid them. They seek to maintain things as they are but risk losing everything.
- **Conflict resolution:** Yet others choose to take responsibility for managing their conflicts. They use methods to explore decisions that are mutually acceptable.

4. Conflict resolution in the context of livelihood promotion:

Conflicts are inevitable even in the livelihood promotion context. They do occur when rural households take up livelihood activities or when agencies encourage rural communities to take up livelihood promotion activities. The areas of conflict relate to both the internal and external contexts affecting livelihoods. For example,

- Inter-village conflicts, when open access forests are brought under community forest management and one village community excludes users from the neighboring village (factor condition);

- Intra-village conflicts, when community forest management institutions neglect the special needs of marginalized groups like women and artisans (people);
- Inter-community conflicts, when feudal communities resist any empowering changes in marginalized groups (people);
- People-intervening agency conflicts, when dominant groups resist livelihood interventions for the poor (internal context);
- Inter-agency conflicts, when agencies like the NGO and a government agency have differing approaches in working with the same rural community (internal context);
- Policy related conflicts, when government policy encourages industrial aquaculture that erodes coastal resources and livelihoods (institutional).
- Inter household conflicts regarding property boundaries;
- Intra household conflicts (gender related), when women get organized or become vocal regarding issues affecting them.

In the above-mentioned situations there is invariably unequal power between the conflicting parties. Livelihood interventions may then focus on empowering the weaker groups, by helping them build their collective strength and alliances.

Together with this, interventions will also have to explore and equip rural communities with appropriate conflict resolution mechanisms.

5. Conflict Management Practices:

a) Conflict analysis/ diagnosis to choose appropriate method

The following questions will be useful in analyzing/ diagnosing conflicts:

- What are the central issues to this conflict?
- Who is involved?
- What kind of outcome do we hope to achieve?
- Which method will best help us reach that outcome?
- What are the potential outcomes with that method?
- What are the issues we are unwilling to negotiate?
- If an agreement is not reached, what are the alternatives and which is the best one?
- What additional resources may be required to protect our interests?
- What might be the key interests and strategies of the other party?



In the following paragraphs we discuss three collaborative processes for addressing conflicts.

b) Negotiation

Negotiation is a voluntary and open discussion between conflicting parties, with the intention of reaching a mutually acceptable agreement.

Negotiation is the preferred method when,

- Each party is willing to discuss their interests, and agrees to work collaboratively towards a solution that is mutually acceptable.
- All parties are confident of their negotiation skills.
- The people or institutions involved want to maintain a working relationship.

Negotiation involves four basic steps:

- Separate the person from the issues:
- Identify interests and needs not positions
- Build agreements by integrating information
- Collaboratively design a mutually acceptable solution

c) Mediation

Mediation is a resolution method in which a neutral person assists two or more parties to negotiate.

Mediation is the preferred method when,

- Each party is willing to discuss their interests, and agrees to work collaboratively towards a solution that is mutually acceptable.
- Not all parties feel confident of their negotiation skills (when different levels of authority and power are involved)
- All parties agree that a neutral's skills would insure a fair process.

Mediation is essentially an extension of the negotiation process with a mediator structuring the meeting and guiding communication. It involves,

- Introducing mediator and mediation process.
- Establishing communication guidelines.
- Introducing participants with their issues and concerns.
- Clarifying issues, identifying areas of common interest and areas of agreements.
- Caucusing for clarification and private discussion.



- Clarifying outstanding issues, by integrating information.
- Design and finalize agreement and a monitoring plan.

d) Facilitation

Facilitation is a resolution method designed to address complex, multiparty conflicts where in a facilitator assists involved parties to reach a mutually agreed resolution.

Facilitation is the preferred method when,

- The conflict issues affect many people.
- The majority of the people are willing to participate in resolving the conflict.
- Not all parties feel confident of their negotiation skills (when different levels of authority and power are involved)
- All parties agree that a neutral's skills would insure a fair process.

The methods of facilitation are based on the same principles as negotiation and mediation. The difference is that the neutral facilitator needs to have special skills in assisting large groups in the effort. The steps involved in facilitation are,

- Clarify intentions for holding facilitated process.
- Identify parties, their issues and participants/ representatives to participate.
- Design the facilitation process
- Conduct facilitation meetings.
- Identify and develop common goals.
- Integrate information and build agreements.

e) Conflict anticipation

Many kinds of conflict can be predicted by anticipating the impact of expected or intended change. Strategies to address such obvious conflict situations before they emerge are called conflict anticipation. This involves,

- Identifying hot spots or potential conflict issues, at various stages of livelihood interventions and where differences exist between agencies and groups involved.
- Ensure transparency of processes to foster mutual trust; build communication channels and equip groups to anticipate conflict;
- Design participatory problem solving forums to enable different groups interact on a regular basis, discuss issues that affect their interests and work out mutually agreeable solutions.



f) Communication to enable conflict resolution

All conflicts begin and end through communication. The communication techniques that enable conflict resolution are:

- Active listening, that is, listening attentively without interrupting, countering and making assumptions.
- Reframing statements to de-escalate tensions
- Face saving (using respectful language and humour, focusing on issues rather than blame) and face restoration (acknowledging responsibility for past acts, allowing people to change their minds) to uphold dignity and respect.
- Appropriate non-verbal communication.

6. The role of traditional systems, community institutions and federations in conflict resolution.

Most rural communities evolve their own methods of managing or resolving conflicts, and they include conflict management practices discussed earlier. Together with this communities also use mechanisms such as peer pressure, ostracism, gossip, witchcraft and spiritual healing.

The forums used by communities for conflict resolution include,

- Formal/ informal groups of village elders
- Formal/ informal community meetings
- Caste panchayats
- Religious groups
- Community institutions and federations.

Local people prefer to use traditional systems of conflict resolution where they continue to be practiced effectively. These systems understand the nuances of power and relationships better than outsiders do.

Some advantages of using traditional systems of conflict resolution are that it:

- Maintains problem solving at the local level
- Saves cost and time
- Ensures enforcement
- Enables local ownership of process

Some disadvantages of using traditional systems of conflict resolution are:

- Domination by elite / powerful



- Lack of fair access for marginalized groups
- Lack of respect for forum in the younger generation

More recently, federations of community institutions have been taking on an effective role in conflict resolution. Supporting and strengthening these initiatives will have a positive impact on livelihood promotion.

Conflict Resolution Strategies: What Approach You Like?

Different people use different strategies for managing or resolving conflicts. These strategies are learned, usually in childhood, and they seem to function automatically. Usually we are not aware of how we act in conflict situations. We just do whatever seems to come naturally. But we do have a personal strategy; and because it was learned, we can always change it by learning new and more effective ways of managing conflicts.

When you become engaged in a conflict, there are two major concerns you have to take into account:

1. Achieving your personal goals—you are in conflict because you have a goal that conflicts with another person's goal. Your goal may be highly important to you, or it may be of little importance.
2. Keeping a good relationship with the other person—you may need to be able to interact effectively with the other person in the future. The relationship may be very important to you, or it may be of little importance.

How important your personal goals are to you and how important the relationship is to you affect how you act in a conflict. Given these two concerns, it is possible to identify five styles of managing conflicts:

The turtle (withdrawing). Turtles withdraw into their shells to avoid conflicts. They give up their personal goals and relationships. They stay away from the issues over which the conflict is taking place and from the persons they are in conflict with. Turtles believe it is hopeless to try to resolve conflicts. They feel helpless. They believe it is easier to withdraw (physically and psychologically) from a conflict than to face it.

The shark (forcing). Sharks try to overpower opponents by forcing them to accept their solution to the conflict. Their goals are highly important to them, and relationships are of minor importance. They seek to achieve their goals at all costs. They are not concerned with the needs of others. They do not care if others like or accept them. Sharks assume that conflicts are settled by one person winning and one person losing. They want to be the winner. Winning gives sharks a sense of pride and achievement. Losing gives them a sense of weakness, inadequacy, and failure. They try to win by attacking, overpowering, overwhelming, and intimidating others.



The teddy bear (Smoothing). To teddy bears the relationship is of great importance while their own goals are of little importance. Teddy bears want to be accepted and liked by others. They think that conflict should be avoided in favor of harmony and that people cannot discuss conflicts without damaging relationships. They are afraid that if the conflict continues, someone will get hurt, and that would ruin the relationship. They give up their goals to preserve the relationship. Teddy bears say “I’ll give up my goals and let you have what you want, in order for you to like me.” Teddy bears try to smooth over the conflict out of fear of harming the relationship.

The fox (compromising). Foxes are moderately concerned with their own goals and their relationships with others. Foxes seek a compromise: they give up part of their goals and persuade the other person in a conflict to give up part of his goals. They seek a conflict solution in which both sides gain something the middle ground between two extreme positions. They are willing to sacrifice part of their goals and relationships in order to find agreement for the common good.

The owl (confronting). Owls highly value their own goals and relationships. They view conflicts as problems to be solved and seek a solution that achieves both their own goals and the goals of the other person. Owls see conflicts as a means of improving relationships by reducing tension between two persons. They try to begin a discussion that identifies the conflict as a problem. By seeking solutions that satisfy both themselves and the other person, owls maintain the relationship. Owls are not satisfied until a solution is found that achieves their own goals and the other person’s goals. And they are not satisfied until the tensions and negative feelings have been fully resolved.

Capacity Building Planning and Inputs

1.0 Introduction

Capacity building is the process by which individuals, groups, organizations and societies increase their ability to understand and solve problems in a sustainable manner. It is a process that focuses on enhancing the skills, knowledge and social capabilities available to individuals, individuals, social and political systems which may otherwise stated as The systematic acquisition of attitudes, concepts, knowledge, roles, or skills, that result in improved performance at work.

Capacity Building is much more than training and includes the following:

- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

2.0 Why is Capacity Building Needed?

- The issue of capacity is critical and the scale of need is enormous, but appreciation of the problem is low.
- There is need for support for change.
- Training institutions are isolated - communications are poor.
- Development of teaching materials is inefficient.

3.0 Steps in Capacity Building:

- Assessing training needs
- Preparing training plan
- Specifying training objectives
- Designing the training program(s)
- Selecting the instructional methods
- Completing the Training Plan and Modules with selection of Resource Persons and Material
- Implementing the training program



- Evaluating the training
- Planning future training

4.0 Capacity Building Planning

Planning is one of the most important in conducting any capacity building training program. While planning for any capacity building training program the following points are to be kept in consideration:

1. What are our strategic goals, objectives, and related priority initiatives?
2. Have these initiatives been translated into specific objectives?
3. What are our strengths and gaps related to strategic alignment of our resources?
4. What actions do we need to take to address them?
5. What will be the timing of the training?
6. What will be the duration of the training?
7. What will be the mode of the training?

Keeping the above points in consideration a specific Calendar for Capacity Building has been prepared and circulated for conducting trainings up to May 2016.

Calendar for Capacity Building under Ama Jangala Yojana

| Sl. No | Training Themes | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 |
|--------|--|--------|--------|--------|--------|--------|--------|
| 1 | Training on Community Mobilization and Institution Building | | | | | | |
| 2 | Training on Survey and Demarcation of Assigned Area and Treatment Area | | | | | | |
| 3 | Training on use of GPS Device for Survey and Demarcation | | | | | | |
| 4 | Training on use of Mobile handheld Devices for Survey and Demarcation and data collection for other activities | | | | | | |
| 5 | Training on PRA and Microplan Preparation | | | | | | |
| 6 | Training on Microplan Implementation | | | | | | |



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|----|---|--|--|--|--|--|--|
| 7 | Training on planning and execution of Soil and Moisture Conservation Measures | | | | | | |
| 8 | Training cum Demonstration on Forest Nursery Techniques | | | | | | |
| 9 | Training on ANR with Gap Plantation with 200 plants per hectare | | | | | | |
| 10 | Training on Forest Plantation (Block Plantation) | | | | | | |

Based on the training need analysis future calendars may be developed and followed.

5.0 The Training Cost Norms

PMU has given a norm for conducting training for 30 participants along with the themes of different training and course module and training calendar for each theme.

Approved Cost Norm for Conducting Capacity Building Training Program for 30 participants at DMU and FMU level is as follows:

| Sl.No. | Items | Estimated Price ₹ (INR) | Quantity | Estimated Total Cost ₹ (INR) |
|--------------------|--|-------------------------|----------|------------------------------|
| 1 | Horanarium including travel cost to the Resource Person | 1000 | 2 | 2000 |
| 2 | Training Materials | 50 | 30 | 1500 |
| 3 | Course materials (Handouts) | LS | 30 | 1000 |
| 4 | Miscellaneous Expenditures (Banner, Photography, Xerox, Reporting and Documentation) | 1000 | 1 | 1000 |
| 5 | Food and Snacks | 100 | 30 | 3000 |
| 6 | Travel of Participants (For Clusters Only) | 50 | 30 | 1500 |
| Grand Total | | | | 10000 |



6.0 Reporting Format:

Two reporting format has been prepared to report the training data which needs to be followed they are as follows:

Proforma – I

FMU wise various trainings conducted under AJY for the month of _____ for DMU

| Sl. No. | Name of FMU | Details of training | | | Details of resource persons | | | | Details of participants | | | | | | |
|---------|-------------|---------------------|------|----------|-----------------------------|------|-------------|-----------------|-------------------------|------|-------------|---------------|----------------------|-------------|-------------|
| | | Theme | Date | Location | Sl. No. | Name | Designation | Contact details | Sl. No. | Name | Designation | Father's name | No. of days attended | Name of VSS | Name of SHG |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |

Proforma – II

DMU wise abstract of FMU wise various trainings conducted under AJY for the month of _____

| Sl. No. | Name of FMU | Details of training | | No. of participants trained | No. of VSSs covered | No. of SHGs covered | Amount utilised (in ₹) | Remarks |
|---------|-------------|---------------------|------|-----------------------------|---------------------|---------------------|------------------------|---------|
| | | Theme | Date | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

- 1 Training on Community Mobilization & Institution Building
- 2 Training on Accounting Procedure for DMU & FMU level
- 3 Training on PRA & Microplanning preparation
- 4 Training on Microplanning Implementation
- 5 Training on SMC measures
- 6 Training on Nursery Techniques
- 7 Training on ANR
- 8 Training on Block plantation

7.0 Template Training Modules:

Five approved template training modules along with the course materials have been circulated. These can be used for conducting the training they are as follows:

| Sl. No | Topic |
|--------|---|
| 1 | Training on Community Mobilization & Institution Building |
| 2 | Training on Accounting Procedure for DMU & FMU level |
| 3 | Training on PRA & Microplanning preparation |
| 4 | Training on Microplanning Implementation |
| 5 | Training on SMC measures |

Participatory Rural Appraisal

Introduction

A general perception that restricts the confidence and performance capacity of the project field implementers is that collection of data from the rural community is a very tedious task which needs sophisticated tools and techniques. However, for an implementer with sound knowledge on use and application of participatory rural appraisal (PRA) tools and techniques, this task becomes quite easy.

PRA practitioners believe in the use of local ecological knowledge of the project area inhabitants for project planning, implementation, monitoring and evaluation. PRA opens up the avenues through two-way communication to understand the rural ecosystem in a lucid manner and thus helps in extracting project specific information, skills, potentials & experiences of the project beneficiaries. This method helps and enables the local community in identifying and using their own skills to address the local issues to overcome the existing bottlenecks in the socio-economic development.

What is PRA?

PRA is an approach where the project implementers acknowledge and integrate the knowledge and opinions of the rural community in planning, implementation and management of a project. Participatory Rural Appraisal helps the community to identify their needs and constraints, basing on which they can make plans, implement the plan and monitor and evaluate the whole process.

Participatory-means the process where people who are the main stakeholders are involved in the planning and implementation process – a “bottom-up” approach that requires good communication skills and proactive attitude of project staff.

Rural-the techniques can be used in any situation, urban or rural, with both literate and illiterate people, however in the present context it is more relevant to the village or rural communities.

Appraisal- The finding out of information about problems, needs, and potential in a village.

- ✓ *PRA is intended to enable local communities to conduct their own analysis and to plan and take action (Chambers R. 1992)*
- ✓ *A shift from extractive questionnaire based survey to experience sharing by local people in rural set up as per the time convenient to them*
- ✓ *Is based on the principle that local people are creative and capable and can do their own investigations, analysis, and planning*



Why this technique?

- ✓ This method involves the people for whom the project has been designed
- ✓ This empowers the people in identifying the local problems and needs
- ✓ Helps in identifying the use of local knowledge and local solutions
- ✓ Involvement of project beneficiaries make them serious, dedicated and enthusiastic towards project implementation

Specific features of PRA

- ✓ It's quite flexible which can be modified as per the local needs
- ✓ The types and process of implementation of PRA depends on the area, people, and socio-economic condition of the people and attitudes of those people
- ✓ The result may not be repetitive- does not necessarily mean to have the same result to other places
- ✓ Offsetting biases and
- ✓ Triangulation for data validation

Skills Required for doing PRA

Communication skills

- Be open to people's opinions and interests - speak slowly and clearly
- Questions should be raised in an orderly, open and understandable way
- Invoke the concentration of the people, try to avoid domination of a few people's ideas
- Be attentive to people's feedback and take note carefully
- Be patient with initial hesitation of community people
- Be sensitive to ethnic, religious, traditional, cultural, educational, sex and age characteristics of community
- Give special consideration to poor, ethnic minorities and women

Meeting organising skills

- Time, venue and topic of the meeting should be prepared and informed to participants before it takes place- preferably as per the convenience of the community
- Meeting agenda should be flexible and must be developed by the facilitator to get closer to prime objective within a reasonable time
- Logistic arrangements need to be in place



- Before the meeting, finalize who will be the facilitators and rapporteurs
- Before the meeting, try to collect basic information of the participants wealth status, education level, gender, ethnic group, religion etc to avoid confusions and conflicts in opinions

Facilitation skills (during PRA session)

- Try to finish one agendum before another and present a conclusion of points
- Encourage all participants to raise opinions, especially the ones in secluded corners or shy persons
- Diplomatically tone down the members who tend to monopolise others
- Find ways to harmonise contrast opinions and keep the discussion peaceful and comfortable
- Start and finish the meeting in a timely way
- Avoid asking several questions simultaneously
- Use indirect questions for sensitive aspects, for example: income, ownership, disability, age, marital status, education etc

PRA Report Preparation

- ✓ Separate qualitative and quantitative data from the beginning
- ✓ Do basic statistical analysis of quantitative data

Major report content

- Introduction
- Project Background
- Approach and Methodology
- Tools and Techniques
- Data and Findings
- Implications
- Summary of findings
- Reference

| Tool Name: Participatory Transect | |
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| Description | <ul style="list-style-type: none">▪ A transect walk is a mobile interview exercise in which the research team walks from the centre of the village to the outer limit of the territory accompanied by several local informants who are especially knowledgeable about natural resource base and corresponding issues |



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| | <ul style="list-style-type: none"> ▪ Together the team members and the informants observe what happens in different micro-ecological niches and discuss issues of mutual interest ▪ The walk need not follow a straight line; it may be more interesting to purposefully orient the walk to take in places of particular interest such as a sacred grove or private orchard. ▪ All the team members need not follow the same path; it will probably be more useful to divide the team into smaller groups so that a group of two to three persons can go off in one direction while another group takes a different route. This permits the team to cover more ground and gather more perspectives. ▪ The key is to take the opportunity to ask questions about resources and how they are used while actually observing the situation in question. ▪ Later the information can be organized into a table which can be helpful in focusing on such issues as where resources are located, how and by whom they are used, how much pressure exists on various resources, what the rules of access are and whether there are conflicts |
| Objective | <ul style="list-style-type: none"> ▪ To get the first hand information about the resources available in and near the village/ territory ▪ To identify the interaction of the inhabitants with the local resource base ▪ To identify the existing status, diversity of the resources and conflict around the resources along with the reasons behind these ▪ To break the ice and initiate the community mobilization process |
| Key Questions | <ol style="list-style-type: none"> 1. What is the general topography of the village 2. What are the types of plants found in different parts of the village 3. What are the uses of different parts of the land zones 4. How important are these zones separately for men and women 5. Any conflict around in accessing the resources 6. Any specific species decreasing/ increasing in any particular patch/ geography of the village 7. Types of dependence on different zones like for food/ fodder/ fuel wood etc |
| Steps in facilitation | <ol style="list-style-type: none"> 1. Gather few people who have clear understanding on the topography as well as resource base of the village 2. Divide the team into small teams which comprises of at least one member of the PRA team and few members from the community |



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| | <ol style="list-style-type: none">3. Team may divide the village into different zones like valley zone (village), Foot hill zone, Hill zone for better understanding of the resources. This should be done in consultation with the villagers4. Walk along a path from centre of the village to the ridge/ outer boundary and some distance beyond that till the points up to which the villagers usually walk for their daily needs5. While walking ask different questions & cross- questions as mentioned above and take a note of these discussions6. Arrange the findings in tabular formats differentiated by zones of the village |
| Materials Required | <ul style="list-style-type: none">▪ Drawing sheet▪ Note book▪ Pencil with eraser and sharpener▪ Pen |
| Time to complete | 2.5 to 3 hours |

| Tool Name: Key Informant Interview | |
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| Description | <ul style="list-style-type: none">▪ Its a qualitative tool where in-depth interview of a single or a group of persons (10 15) is conducted to get the first hand information in a quick manner▪ Rather than adopting a closed ended questionnaire, it uses a loosely structured questionnaire where a free flow of discussion is conducted on various issues of the locality |
| Objective | <ul style="list-style-type: none">▪ To get the first- hand information about a particular issue/ topography or any other information pertinent to the project planning, implementation, monitoring and evaluation |
| Key Questions | <ul style="list-style-type: none">• What are the key issues/ challenges of the village and why• What are the uses of the nearby forest• Who are the users of the nearby forest• How the uses change across gender• What are the dominant species, trends in their population change and reasons• Key sectors of engagements, which is more lucrative and why, which is less rewarding and why |



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| | <ul style="list-style-type: none"> • Key issues of various livelihood activities and strategy to overcome these <i>(Probe around these questions to get in-depth understanding and various local ecological knowledge being used by the community)</i> |
| Steps in facilitation | <ol style="list-style-type: none"> 1. Formulate the questions- these should be limited and specific to the project objectives 2. Allow free discussions- prepare a interview guide including major issues and cross topics which will be used to start and conduct the discussion in regulated manner 3. Select the key informants- select the persons with specialized knowledge on the identified issues/ sectors 4. Conduct interview- Establish rapport, explain the project objectives & intentions of interview, maintain the sequence of questions, avoid jargons, probe to get further insight of the issue 5. Take sufficient notes while discussing 6. Analyse the discussion data and other outcomes 7. Check reliability and validity of the information obtained- check for the biases, check the knowledge, experience, credibility etc of the informants etc |
| Materials Required | <ul style="list-style-type: none"> ▪ KII questionnaire ▪ Note book ▪ Pen ▪ Pencil with eraser ▪ Drawing sheet ▪ Colour sketch pen sets |
| Time to complete | 1 to 1.5 hrs |

| Tool Name: Social Map | |
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| Description | <ul style="list-style-type: none"> ▪ This is a map that is drawn by the community members which shows the social structures and institutions found in an area ▪ It also helps us to learn about social and economic differences between the households |
| Objective | <ul style="list-style-type: none"> ▪ To learn about social structure, relative location of households and their distribution based on wealth, ethnicity and religion etc ▪ To learn about various institutions available in the village |



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| Key Questions | <ol style="list-style-type: none">1. What are the approximate boundaries of the village2. How many households are found in the village and where are they located?3. Is the number of households growing or shrinking?4. What are the social institutions found in the village?5. What religious groups are found in the village?6. What are the approximate locations of the different religious groups?7. Which are the pucca/ kuchha households8. Which are the female Headed Households and where are they located? |
| Steps in facilitation | <ol style="list-style-type: none">1. Mark the north direction to maintain the orientation of the map2. Ask the participants to draw a map of the village showing the major features like hills/ mountains, major roads etc. This will help in fixing the boundary of the village3. Locate all the households of the village. Keep an eye on the relative locations and number of the households with reference to the key features. For example the number of household on one side of the road should be exact as the real situation of the village4. Use common symbols for common types of houses. For example houses of one religion should have common symbol and similarly for pucca & kuchha house etc5. Mark the places of popular spots like temples, mosques, churches, schools, Panchayat offices, post offices etc6. Mark the female headed households7. Make sure that your copy of the map has a key explaining the different items and symbols used on the map.8. Discuss whether the total number of households has increased or shrunk during recent years, reasons and effects of such changes |
| Materials Required | <ul style="list-style-type: none">▪ Documentation Sheet/ note book▪ Drawing sheet▪ Pen▪ Pencil, eraser and sharpener▪ Sketch pen |
| Time to complete | 1.5 to 2 hours |



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| Note | <ul style="list-style-type: none"> ▪ This can be done on the ground using colour powders/ colour chalks. In this case one of the PRA team member along with 1 or 2 community member with good artistic hand should copy it on the drawing sheet ▪ Final map on drawing sheet should be colour coded and explain all the symbols used ▪ Map must have the proper orientation (use north arrow)and mention the date ▪ Final map on drawing sheet must be validated on the spot by the community members ▪ If possible take some good photographs of the entire process |
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| Tool Name: Resource Map | |
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| Description | <ul style="list-style-type: none"> ▪ The Village Resource Map is a tool that helps to learn about a community and its resource base. The primary concern is not to develop an accurate map but to get useful information about local perceptions of resources. ▪ It is a visual representation done by locals to illustrate the natural resources of a community |
| Objective | <ul style="list-style-type: none"> ▪ To learn the villagers’ perception of what natural resources are found in the community and how they are used |
| Key Questions | <ol style="list-style-type: none"> 1. Which resources are abundant? 2. Which resources are scarce? 3. Does everyone have equal access to land? 4. Do women have access to land? 5. Do the poor have access to land? 6. Who makes decision on land allocation? 7. Where do people go to collect water? 8. Who collects water? 9. Where do people go to collect firewood? 10. Who collects firewood? 11. Where do people go graze livestock? 12. What kind of development activities do you carry out as a whole community? Where? 13. Which resource do you have the most problem with? |



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| Steps in facilitation | <ol style="list-style-type: none">1. Find a large open place to work2. Start by placing a rock or leaf to represent a central and important landmark3. Ask the participants to draw the boundaries of the village4. Ask the participants to draw other things on the map that are important. Don't interrupt the participants unless they stop drawing.5. Once they stop, you can ask whether there is anything else of importance that should be added.6. When the map is completed, facilitators should ask the participants to describe it. Ask questions about anything that is unclear. |
| Materials Required | <ul style="list-style-type: none">▪ Sticks▪ Pebbles▪ Leaves▪ Colour powder/ sawdust, or▪ Any other local material |
| Time to complete | 1.5 to 2 hours |
| Notes/ Tips | <p>Tip</p> <ul style="list-style-type: none">✓ This tool requires artistic ability for painting, to capture the place well✓ It is also time consuming, and demands a spacious area for villagers to see and make comments✓ Facilitators need to encourage everybody (rather than the painter only) to join✓ This is a good early PRA activity, as a map is a useful reference for other activities and discussions✓ Also it is information that is well known locally and puts local people in control |

| Tool Name: Wealth Ranking | |
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| Description | <ul style="list-style-type: none">▪ This tool helps in grouping the community households into different relative categories based on their wealth base▪ This is helpful in designing suitable interventions for different economic groups of the locality▪ The criteria for the categorization of the community members is set and agreed by the community members present during the PRA exercise |



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| | <ul style="list-style-type: none"> ▪ The outcome of this tool will vary from village to village and the criteria will also simultaneously when done with different categories and villages |
| Objective | <ul style="list-style-type: none"> ▪ To investigate perceptions of wealth differences and inequalities in a community ▪ To identify and understand local indicators and criteria of wealth and well-being ▪ To map the relative position of households in a community |
| Key Questions | <ol style="list-style-type: none"> 1. What are local perceptions of wealth, well-being and inequality? 2. What socio-economic groupings are there in the community and who belongs in what group? |
| Steps in facilitation | <ol style="list-style-type: none"> 1. Prepare a numbered list of all the households in the community (see social map) and the name each household head and the household number on a separate card 2. A number of key informants who know the village and its inhabitants very well are asked to sort the cards in as many piles as there are wealth categories in the community, using their own criteria 3. After sorting, ask the informants for the wealth criteria for each pile and differences between the piles. 4. Assure the informants of confidentiality and do not discuss the ranks of individual families, so as not to cause bad feelings within the community. 5. List local criteria and indicators derived from the ranking discussion |
| Materials Required | <ul style="list-style-type: none"> ✓ Drawing sheet cut into small pieces ✓ Pencils with eraser & sharpener ✓ Sketch pen ✓ Note book with pen |
| Time to complete | 2.5 to 3 hours |

| Tool Name: Venn diagram | |
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| Description | <ul style="list-style-type: none"> ▪ This tool shows institutions, organisations, groups and important individuals found in the village, as well as the villagers view of their importance in the community. ▪ Additionally the Diagram explains who participates in these groups in terms of gender and wealth |



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| | <ul style="list-style-type: none">▪ The Institutional Relationship Diagram also indicates how close the contact and cooperation between those organisations and groups is |
| Objective | <ul style="list-style-type: none">▪ To identify external and internal organisations/groups/important persons active in the community▪ To identify who participates in local organisations/institutions by gender and wealth▪ To find out how the different organisations and groups relate to each other in terms of contact, co-operation, flow of information and provision of services |
| Key Questions | <ol style="list-style-type: none">1. Which organisations/institutions/groups are working in or with the community?2. Which institutions/groups do the villagers regard as most important, and why?3. Which groups are addressing household food security and nutrition issues?4. Which organisations work together?5. Are there groups which are meant for women or men only?6. Are some particular groups or kind of people excluded from being members of or receiving services from certain institutions? |
| Steps in facilitation | <ol style="list-style-type: none">1. Make sure that the poorest and most disadvantaged group of people are present2. Make sure that you have all material that is needed.3. Explain to the participants the three objectives of the Venn Diagram on institutions4. Ask the participants which organisations/institutions/groups are found in the village and which other ones even outside the village are working with them.5. Facilitate to explore all the possible institutions like SHGs , farmers' group etc6. Are their political groups? Who makes important decisions in the village?7. Ask one of the villagers to write down all the institutions that are mentioned and to give each organisation a symbol which everybody can understand8. Ask the participants to draw a big circle in the centre of the paper or on the ground that represents themselves |



9. Ask them to discuss for each organisation and how important it is for them. *(The most important ones are then drawn as a big circle and the less important ones as smaller circles)*
10. Ask the participants to compare the sizes of the circles and to adjust them so that the sizes of the circles represent the importance of the institution, organisation or group
11. Every organisation/group should be marked with the name or symbol
12. Ask them to discuss in which way they benefit from the different organisations
13. The facilitator and note-taker have to listen very carefully and the note-taker writes down, why the different organisations are considered important or less important
14. Ask them to show the degree of contact/co-operation between themselves and those institutions by distance between the circles
15. Institutions which they do not have much contact with should be far away from their own big circle.
16. Institutions that are in close contact with the participants and whom they co-operate most, should be inside their own circle
17. The contact between all other institutions should also be shown by the distance between the circles on the map
18. Ask them which institutions are only accepting women or men as members.
19. Are there any institutions or groups that do provide services either only for men or only for women? Show the answers by marking the circles with a common symbol for men or women
20. Ask them to discuss in which organisations poor people do not participate and why?
21. Ask if there are any services of certain organisations from which the poorer people are usually excluded. *(Mark these institutions on the map by using a symbol)*
22. Ask the participants which institutions/groups are addressing household food security and nutrition issues. Ask them to discuss in which way they address these issues? *(Mark the mentioned institutions with a common symbol)*
23. Only if time and the motivation of the participants allows, ask the group to discuss and document the strength and weaknesses of those institutions which were reported as most important



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| Materials Required | <ul style="list-style-type: none">✓ Documentation Sheet for the Venn Diagram✓ Drawing sheet for copying the map✓ If drawing on the ground:<ul style="list-style-type: none">o Open space where maximum participants can contribute and see what is happeningo Sticks ando local material for symbols✓ If drawing on a paper:<ul style="list-style-type: none">o Drawing sheeto Pencilso Markers |
| Time to complete | 1.5 to 2 hour |
| Note | Largely distanced circles : No or little contact or co-operation Circles close to each other : Only loose contacts exist Touching circles : Some co-operation Overlapping circles : Close co-operation |
| Hints | <ul style="list-style-type: none">✓ If people find it difficult to understand, it will be helpful to draw a simple example for them✓ If time allows it will be good to form separate focus groups for women and men |

| Tool Name: Seasonal Calendar | |
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| Description | ▪ A seasonal calendar is a participatory tool to explore seasonal changes (e.g. gender-specific workload, diseases, income, expenditure etc.) |
| Objective | ▪ To learn about changes in livelihoods over the year and to show the seasonality of agricultural and non agricultural workload, food availability, human diseases, gender-specific income and expenditure, water, forage, credit and holidays. |
| Key Questions | <ol style="list-style-type: none">1. What are the busiest months of the year?2. At what time of the year is food scarce?3. How does income vary over the year for men and women?4. How does expenditure vary over the year for men and women? |



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| | <ol style="list-style-type: none"> 5. How does rainfall vary over the year? 6. How does water availability for human consumption vary over the year? 7. How does livestock forage availability vary over the year? 8. How does credit availability vary over the year? 9. When are most agricultural works carried out by women? 10. When are most agricultural works carried out by men? 11. When is most non-agricultural works carried out by women? 12. When is most non-agricultural works carried out by men? 13. Which could be the most appropriate season for additional activities for men and women? What time constraints do exist and for what reason? |
| <p>Steps in facilitation</p> | <ol style="list-style-type: none"> 1. Find a large open space for the group. The calendar can be drawn on the ground or a very big sheets of paper like drawing sheet 2. Ask the participants to draw a matrix, indicating each month along one axis by a symbol 3. It is usually easiest to start the calendar by asking about rainfall patterns. Choose a symbol for rain and put/draw it next to the column which participants will now use to illustrate the rainfall. Ask the group to put stones under each month of the calendar to represent relative amounts of rainfall (more stones meaning more rainfall) 4. Move to the next topic and ask people during which month (s) the food is usually scarce. Discuss the reasons why it is scarce? 5. Go on like this, meaning topic by topic. Some suggested topics for discussion are as follows: <ul style="list-style-type: none"> o Rainfall, Food scarcity o Income (cash and kind) for women o Income (cash and kind) for men o Expenditure for men o Expenditure for women? o Water availability for human consumption o Livestock forage availability o Credit availability o Agricultural work load for women |



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| | <ul style="list-style-type: none">o Agricultural work load for meno Non-agricultural work load for womeno Non-agricultural work load for womeno NTFP availabilityo Marketing of produces (Agril. And forest) <p>6. After the calendar is finished ask the group which linkages they see among the different topics of the calendar. Encourage the group to discuss what they see on the calendar</p> <p>7. Make sure that your copy of the seasonal calendar - has a key explaining the different items and symbols used on the map.</p> |
| Materials Required | <ul style="list-style-type: none">✓ Note book✓ Drawing sheet for copying the seasonal calendar✓ If drawing on the ground:<ul style="list-style-type: none">o Open space for doing PRAo Stoneso Sticks and other available material to produce symbols, or✓ If drawing on a paper<ul style="list-style-type: none">o Drawing sheeto Pencils with eraser and sharpenero Markers or sketch pens |
| Time to complete | 1.5 to 2 hours |
| Note | ✓ Additional issues for the Seasonal Calendar may be added according to the needs and interests of the participants |



Micro – Plan Preparation

1.0 Introduction

“MICRO PLAN” in the context of Ama Jangala Yojana has been perceived to be a guiding document for management of forest areas assigned to the community under Joint Forest Management (JFM) mode. Some entry point activities which inter-alia includes the soil and moisture conservation measures for initial community mobilization with a view to enlist the support and participation of the villagers are proposed under AJY. Micro Plans are generally developed through participatory rural appraisal keeping in view the availability of resources in the scheme under which they are to be implemented. Micro Plans are to be understood by both the communities as well as by the front line staff from this perspective. However, under the Ama Jangala Yojana Scheme, being implemented through the CFPMP Cell of Orissa Forestry Sector Development Society (OFSDS), the focus is on development of comprehensive Micro Plans for overall development of the participating villages through community development programmes along with treatment of the assigned forest area to be managed by the community in JFM mode. Hence, a Micro- plan aims at keeping a holistic view on availability of resources and the sustainable use of these resources by the communities which depend on them. Due to fund crunch sufficient funds for executing all components may not be available under AJY, but the available funds can definitely be utilized for priority activities while leaving some activities to be taken up as and when resources are available and/or through convergence with the schemes of other departments/ organizations. This aspect need to be understood properly by all stakeholders including the VSS members.

A comprehensive Micro Plan prepared by the VSS could be its “Five/Ten Year Development Plan” encompassing the expectations of majority of the people, particularly the forest dependent communities, and other socially differentiated sections. This plan needs to have a prioritized list of activities for overall sustainable development of the village, planned around the available natural and human resources.

Having understood the difference in perceptions of various stakeholders, it is important to make people feel at ease with the task. People tend to remain away from the process under the notion that it is a very technical task and requires specialized skills. However, as we all plan collectively for various activities even in our day-to-day life such as planning for celebrating important village festivals, or visiting tourist places, or marriages etc., same attitude may be maintained while preparing the micro-plans.

1. Micro Plan has to be prepared through a collective effort of all villagers, especially covering different sections of the village society.

Who should prepare a Micro Plan and what points it should cover –

- A micro-plan has to be prepared by VSS members themselves, with FD and NGO support team acting as facilitators.



- It should reflect the participatory spirit of communities in forest management.
- It should take care of the needs of the local communities and suggest the critical entry point activities required in the village.
- It should examine the options available for income generation activities and energy planning.

2. Micro-plan should contain the following:

- Social and Environmental safeguards.
- Prioritized activities and Action plans for implementation.
- Physical and Financial details of different works.

Micro-plan should address the following social dimensions:

- User groups
- Tribal and other vulnerable sections of the society
- Income and expenditure details

What needs to be done and How?

The steps to be followed in preparation of the Micro Plan are as under:

1. Entry Point Activities (EPA) are meant to build up rapport with villagers and to sustain their interest/faith in the process of development of the forests in the vicinity of the village.
2. VSS Executive Committee should select a Working Group having representative from various sections / categories of villagers to prepare the Micro Plan. Village meeting date(s) should be finalized, announcement should be made before one week of the village meeting, related leaflets, posters etc. if any may be disseminated in the village. The above said details are to be recorded in VSS minutes book.
3. Information has to be gathered from old records if any, by the Micro Plan Working Group.
4. VSS members' list has to be confirmed. If needed, enlistment has to be done.
5. The Working Group needs to go round the forest assigned to the VSS and the area selected for treatment under the Project.
6. Baseline survey, household survey, sample study & market study has to be conducted.
7. Information is to be collected for Forest Development Plan, Entry Point Activities, potential Income Generation Activities (both forest and non-forest resource based), Village Perspective Plan.



8. Separate meetings should be organized with forest dependent households, women, tribal and other user/common interest groups to understand their requirements and prepare special provision in the Micro Plan.
9. Prioritization and rationalization of proposed activities based on local resource and fund availability.
10. Working Group should record all the data in the Micro Plan Format after validation and carefully analyze it to extract required information.
11. Prepare treatment schedule / map for restoration / management of the forest indicating silviculture operations / plantations / choice of species / nursery etc; consistent with the Working Plan prescription of the division.
12. Selection of IGA and Livelihood Options.
13. Estimating the cost of different activities.
14. The draft Micro Plan has to be placed before VSS Executive Committee and the General Body for acceptance.
15. General Body endorsed Micro Plan should be sent to DFO through the Range Officer for his/her approval. If any objections are raised, the same need to be clarified and the plan has to be revised accordingly (in the General Body) and resubmitted for DFO's approval. Approved Micro Plan and MOU copy should be handed over to VSS.
16. DFO should send a copy of the approved plan to the VSS along with the copy of the MOU.
17. Work should not be commenced in the VSS before approval of the micro plan.

Pre-requisites

For initiating the exercise for preparation of Micro Plan under the Ama Jangala Yojana, the following works ought to have been completed:

1. Formation of VSS should have been completed in all aspects.
2. 1:5000 scale map of the area proposed to be treated under Ama Jangala Yojana

STEP 1: Formation of VSS Working Group

This group shall be constituted by the Executive Committee (EC) of the VSS. The EC should fix a date for convening the General Body meeting and announce the same in the village well in advance. Information about the meeting has to be displayed at important places in the village.

Constitution of Working Group for Micro-plan

- Four members (at least one woman) from VSS
- Representative from FMU NGO Team



- VSS Member Secretary
- VSS Animator

The Working Group shall discuss among themselves in a meeting and identify one key facilitator from among them. They also need to share responsibilities such as - who will collect which information, who will document, etc.

These discussions have to be recorded as minutes in the VSS records.

STEP 2: Verification of Records

This step will be relevant in the case when VSS has been existing, having been already formed earlier. For newly formed VSSs this may not be applicable.

The Working Group shall verify the previous records/documents and gather the following details:

- Details of VSS Registration with FD and its membership.
- Details of Executive Committee
- MOU with the FD
- Boundary details of the forest area assigned to the VSS
- Micro Plan, if any prepared earlier, and current status of its implementation
- Works carried, if any and the member's participation in different activities
- Income and expenditure of VSS
- Income to VSS through NTFP, Compensation fee etc.

Concerned forest officials shall make available all relevant records to the Working Group.

STEP 3: Confirmation of VSS membership

The membership list has to be looked into carefully before the preparation of Micro Plan. Care has to be taken to see that the members belonging to the following categories are enlisted.

- Tribal
- Landless/ forest dependents
- Other vulnerable sections of the society

The General Body shall formulate general membership guidelines norms in accordance with the VSS Management Manual and those norms have to be followed. All such decisions have to be recorded in the minutes' book of the General Body meetings.

A membership list has to be prepared by taking the above considerations in view and the final list has to be recorded in the prescribed format and displayed at the VSS Office.



STEP 4: Baseline Survey

Base line data have to be collected through following surveys for incorporation in the Micro Plan prior to the Participatory Rural Appraisal (PRA). FMU shall keep a copy of the basic data such as -

- a. Village Socio Economic Survey
- b. Forest Resources Survey

a. Village Socio Economic Survey: Data collected through House Hold (HH) and village survey.

Some basic information shall be collected in the course of the PRA exercise, while other information have to be procured from concerned Departments & Organizations. Sample study and estimation has to be made for the information not readily available. Focused Group discussion has to be made on important issues.

b. Forest Resources Survey: The Working Group shall look into the boundaries of the forest area allotted to the VSS and the area selected for treatment under AJY and examine whether there are any disputes regarding the forest land allotted to VSS. Disputes, if any, have to be resolved before attempting to make the Micro Plan. Since these matters are technical, the Working Group shall take the support of the FD Officials. The VSS members should be part of this exercise as they need to learn these procedures for future planning needs. All information collected using the above surveys shall be recorded in the Micro Plan format.

STEP 5: Information on Special Plans

Forest Development: The information required for planning for overall development and management of the treatment area in keeping with the requirement of the area and needs of the people shall be consistent with the concurrent working plan prescriptions.

- Treatment plans - ANR, Gap filling, Block plantation - bamboo, fuel & fodder, NTFPs.
- Soil and Moisture Conservation works
- Grazing management
- Fire management

Potential Income Generation Activities: The information on current and other possible income generating activities shall be collected. Some important relevant aspects are:

- Needs and capacity of various user groups
- Experience of SHG, if any formed in the village.
- Available natural resources and value addition thereof in the village/locality.
- Local demand and possibility of supply to nearby consumption centers.



- Result of similar interventions in the past, if any.

Village Perspective Plan: Some of the aspects that need to be looked into keeping in mind the self reliance are:

- Alternate fuels
- Health and Hygiene
- Primary Education
- Drinking water & Sanitation

Possible effects of AJY Scheme intervention

- The fact that “any kind of vegetation is better to protect soil than no vegetation” has to be noted.
- Required Soil Moisture Conservation measures have to be taken up well in time to prevent further soil erosion and to conserve water.
- Clearing should be avoided to the extent possible (for allowing vegetation to cover the ground).
- Bush clearance should be kept at the minimum.
- While treating forest for regeneration, clean sweeping underneath should not be attempted.
- Singling out of coppice shoots should be done only for timber species and not for others.
- While raising new block plantations, mixed species have to be used, especially local NTFPs.
- While removing grass, measures have to be taken that it is not uprooted, rather cut above the ground level.

Awareness has to be created on organic farming and non pesticidal practices in forest nurseries, plantations etc.

STEP 6: Participatory Rural Appraisal Exercise

Participatory Rural Appraisal (PRA) exercise is a tool in which the local community (VSS members) is involved to extract and collect data & information on various aspects, as well as to understand the actual situation or status of the village/forest by using various communication tools while developing the village & forest development plan. This method facilitates the easy flow of information, and sharing experiences and views by all individuals.

PRA is carried out by conducting group discussions, experience sharing, as it accounts for main events. General meetings and one-to-one discussion with the villagers in their own setting are therefore essential. Information can also be collected through illustrations and maps, which will be prepared by the villagers themselves or prepared with their active participation.



In addition, one to one interviews are also to be held with the EC members of the VSS. A number of PRA techniques such as social mapping, 'resource mapping', 'venn diagram', 'time line', 'matrix ranking', 'seasonal calendar' and 'wealth ranking' including sorting of target groups are to be completed by the villagers themselves on chart papers. Animator and VSS members on the Working Group will facilitate the process and they should be given prior training in PRA methods by the NGO team so as to have adequate knowledge about the PRA tools and the objective of the exercise.

A. General guidelines for facilitators (NGO/FMU/ DMU staff) for conducting PRA

- i. Facilitators should not promise anything false to the villagers while preparing the plan.
- ii. Facilitators should encourage the VSS members to give information.
- iii. All the activities like social mapping, resource mapping, income and expenditure, value chain analysis, action plan, implementation plan should be done in participatory method with active involvement of as many VSS members as possible.
- iv. Facilitators should not jump to conclusion basing on the available data. He/She should patiently elicit required information.
- v. Facilitators should use simple, easily understandable language rather than high sounding words, preferably in local language/dialect.
- iv. Facilitators while conducting PRA, should not take the lead role. They should rather facilitate the process and create an enabling environment for the VSS members to speak out.
- vii. Since these plans cannot be prepared on stereo type basis, the facilitator is advised totake proper care in calculations and plan preparation.
- viii. The facilitators should also explore avenues for forward and backward linkages for the activities while discussing with VSS members.
- ix. The facilitator should create awareness among the VSS members that the plan is for them and make them feel its ownership.
- x. It should be made clear to the VSS members that these plans are meant to enhance their livelihood by simultaneously protecting, conserving and developing the forests.
- xi. Listing of activities and prioritizing-scoring method shall be followed.

B. Forest resource map: A map drawn by the villagers /VSS members showing their forest resources by using colors/signs/objects on the ground in response to the questions of facilitator results in a "Forest Resource Map". Other natural resources available in the area having potential for providing livelihoods also need to be included to prepare the natural resource map of the village.

C. Village resource map: A map drawn by the villagers/VSS members to explain to the facilitator about the position/location/situation of village roads, houses, schools, other facilities, population,



communities, forest dependence & dependent families/ occupations etc., results in a village resource map. This is also called a social map.

To extract particular information for preparation of a Micro Plan the information need to be collected as per Table-1 and Table-2 below:

Table - 1

| Subject | Observations | Usage Methods | Information to be documented | Discussion with whom |
|-------------------|--|---|--|--|
| Forest protection | VSS area, village needs, forest dependents, other village dependents, NTFP | Transect walk forest resource map, village resource map | Village needs, Needs of other villages, pest management, conflict resolution | VSS general body, non VSS people And forest dependents of other villages |
| Grazing | Availability (Agriculture lands, community lands & forest lands) | Seasonality | Cattle within the village & outside villages- grazing management | Livestockrearing farmers who are involved in forest Protection |
| NTFP | Types of NTFP, collectors, Marketing facility, value, feasibility for value addition, collection of medicinal plants & usages, (50%) incentives on beedi leaf collection | Matrix | Types of NTFP & harvesting practices, scope for NTFP value addition | NTFP collectors, traditional healers |

Table – 2

| Subject | Observations | Usage Methods | Information to be documented | Discussion with whom |
|-----------------------------|--|---------------|--|--|
| Inventory of forest species | To meet village needs, medicinal plants, agriculture purpose | Matrix | Method of village needs fulfilling, status of medicinal plants availability, listing of any extinction species, Marketing facility | Villagers, other villagers & traditional healers |



| | | | | |
|----------------------------------|---|--------------------------------|--|--|
| Village population | Occupations, village resources | Village Social map | Forest dependent occupations | VSS/Village |
| Women participation | Social status | Work load exercise/pie-diagram | NTFP collectors, forest works-wages distribution/gender analysis, properties owned by women, women problems, role in VSS decision making | Women, VSS |
| Participation of weaker sections | Social status Social status in village | Matrix Pyramid | Forest dependents, Role in decision making, Role of social status in village | Weaker sections Weaker sections & VSS members |
| Tribal participation | Social status Social status in village | Matrix Pyramid | Forest dependents, Role in decision making, Role of social status in village | Tribals Tribals & VSS Members |
| Agriculture | Problems & consequences | Timeline Matrix | Relation between forest & agriculture, pest management, problems faced by using chemical fertilizers | Farmers & VSS members |

D. Seasonality Tool: An exercise used to extract information on the period duration when the villagers have some avocation to do, and the period of surplus time available for additional works. This will be based on the need can be obtained by using the table given below for the preparation of any development plan/ VSS Micro Plan.

(a) NTFP Matrix: This method can be used to find out the main/types of produces obtained and needed by the communities (from forest, agriculture etc) and all aspects inter related to this. By using a matrix given below standardization of the produce in terms of quantity / quality and price can be done by discussing with VSS / villagers / beneficiaries.



| NTFP items | No of Collectors | Quantity (in quintals) | Period and duration of collection | Own usage (in quintals) | Quantity traded & rate per quintal |
|------------|------------------|------------------------|-----------------------------------|-------------------------|------------------------------------|
| | | | | | |
| | | | | | |

(b) Occupational Works within the village

| Season / Month | Nature of Works | No. of HH involved | Whole family/ only male/ couples | How many days | Total income |
|----------------|-----------------|--------------------|----------------------------------|---------------|--------------|
| Rainy | | | | | |
| Winter | | | | | |
| Summer | | | | | |

(c) Migration

| Season / Month | To Where | Nature of Works | No. of HH involved | Whole family/ only male/ couples | How many days | Total income |
|----------------|----------|-----------------|--------------------|----------------------------------|---------------|--------------|
| Rainy | | | | | | |
| Winter | | | | | | |
| Summer | | | | | | |

E. Market Mapping: The will contain detailed information about the various types of markets to which villagers have access or can have access either to sell their produces or purchase their requirements along with list of produces sold and purchased. In case any vendor is regularly visiting the village info may be collected along with list of items and system of sale.





F. Venn diagram/Chapatti tool:

This tool is used to extract information on two related factors of one specific aspect.

For example:

- (a) What village amenities are available and at what distance? (refer to the diagram and relate similarly to other examples)
- (b) What are the endangered species, and what have become extinct?

G Pie diagram:

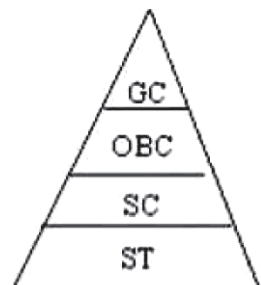
This diagram is a helpful tool to know and display to the Villagers/VSSmembers the different components/ extent/ value of any aspect to a total/larger aspect.

- (a) Degrees of population dependent on forest (refer to pie diagram)
- (b) Community wise population ratio
- (c) Sharing of responsibility



H. Pyramid method:

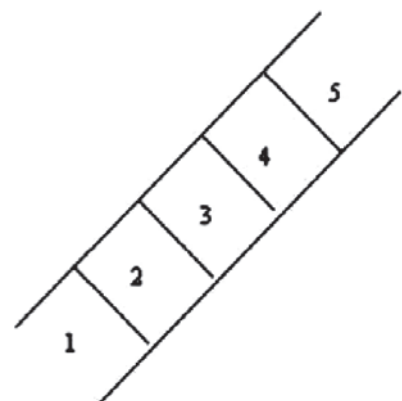
This diagram is used to illustrate about the role and social status of different communities in the society.



I. Ladder or Steps method:

This method is useful to prioritize the functions systematically and to allot funds accordingly.

Eg : 1. Execution of Soil Water Conservation works in VSS area, 2. Resource Development (Forest & agriculture), 3. Social Development, 4. NTFP collection & Marketing, 5. NTFP Value Addition, 6. VSS sustainability etc.





STEP 7:Preparation of Draft Micro Plan

After obtaining all required information as elaborated in the previous steps, a comprehensive draft plan has to be prepared identifying all activities that are required to be undertaken for overall sustainable development along with requirement of funds and other inputs. While preparing detailed action plan the decided activities are to be prioritized and sequenced for easy implementation. Keeping the availability of funds under the AJY Scheme in view, a five year plan has to be prepared duly prioritizing the activities to be taken up during year 1, 2 etc. The works that need support from other Govt. agencies have to be identified and resources have to be mobilized accordingly.

STEP 8:Correlating the Micro Plan with Working Plan

Working plan is a plan for scientific management of forests and is mandatory for working of forests. Such plans are generally prepared for 10 year periods and are approved by the Government of India. This aspect has to be explained to the people and the concerned OFD officials have to exercise care in finalizing the Micro Plans in such a way that the treatment proposed in the Micro Plan are consistent with the provisions of approved working plan of the area.

Detailed format for preparation of Micro Plans have been/ are being separately circulated by OFSDS, which may be used by VSSs for preparation of all Micro Plans under Ama Jangala Yojana.



Components of Micro- Plan: Collection of Baseline Information

As no two stands of forests are alike, and the local knowledge, beliefs, indigenous management systems are also quite diverse, the actual Micro Planning would fully reflect those diversities and the proposed innovations would be tailored according to the needs and the capacities of the particular village community. To capture this diversity it is essential that the Micro Plan is fairly extensive. However since the Micro Plan is to be prepared by the VSS, with facilitation by the OFD and the NGO Team, a balance is to be maintained between simplicity and extent.

The Micro Plan should also capture the village socio-economic situation, focusing infrastructure and other development indicators and poverty scenario of the inhabitant. The Micro Plan shall include the forest scenario of the area managed by the VSS and would identify challenges and opportunity for forest development, maintenance of bio-diversity, soil and moisture conservation. The twin aims of the Project are restoration of forests along with livelihood improvement as an inclusive process to natural resource development. The plan therefore would develop a livelihood support for the villagers where both individual and groups can be supported to enhance on-farm, and off-farm productivity and income. Six important and integral components of the Micro Plan shall be; Socioeconomic Profile, Livelihood Opportunities, Forest Development Plan, Village Perspective Plan, Annual Achievement Plans, Activities undertaken, & Benefits.

VILLAGE SOCIO-ECONOMIC PROFILE

1. **Demography:** The information on various aspects such as project location and area, population, households, occupational profile, economic category of farmers, land use & crop land pattern and Irrigation status etc. is to be covered under this sub head.
2. **Economic Status of Villagers**
 - A. The information on assets such as status of houses (Thatched roof/ Asbestos roof/ Pucca/RCC etc.), electrification, possession of livestock and mechanized farm implements should be collected.
 - B. The information on Current Income Generating Activities such as Farmland, Vegetable production, Livestock (milk, goat, sheep, poultry), Fishery, Small trading, Shop keeping, Traditional artisan work, others is collected from the villages.
3. **Village Resources:** The detailed information on various type of Infrastructure/amenity such as school, college, hospitals, post office etc, and their location, distance from village and condition & status of present use is to be listed.
4. **Agricultural crops:** The information on
 - (i) Type of Crop in rain fed and irrigated condition for Kharif, Rabi
 - (ii) Crop production profile of the village with details on total production in village, number



of households growing, average production (quintals per /ha) for different crops. is to be captured from the village through PRA and conducting FGD in small group.

5. **Livestock population** of the village i.e, population of Bullock, Cow, Buffalo, Goat, Pigs, Other animals is collected through household survey social map.
6. **Fodder Availability:** Fodder availability in terms of crop residue, Trees, Grasses, Green fodder, Grazing in Forests in and around the village is required for micro plan.
7. **Market facility:** To study the marketing facility of the project area the information such as for purchases establishments i.e., Grocery Shop/PDS center, Weekly Market, Major market and their location and distance from village and scope for sale of agriculture products, fuel wood, vegetables, poles / bamboo, NTFP, milk, poultry, oil, other processed products is explored during micro planning process.
8. **Water Resources facility** in different water sources such as Water Harvesting Structure, Check dam, Pond, Tube well, Dug well, River, Spring, Canal and Water Availability (Adequacy, seasonality) and their uses (drinking, irrigation, livestock, bathing) is collected during transect walk and FGD with the farmers.
9. **Energy Consumption:** The data on number of household depending on different type of fuel such as fuel wood, agric. crop residues, liquid petroleum gas, electric heater, gobar /bio gas, kerosene stove and months of dependant and Source (local village, forest, other source) is also required for planning and know about forest dependency on energy.
10. **Electrification:** Status of electrification for domestic use, streetlights and agriculture purpose should be a part of the micro plan.

LIVELIHOOD OPPORTUNITY ANALYSIS

The livelihood analysis will be made in consultation with villagers through participatory method. It will spell out the constraints, opportunities in the context of farming, livestock rearing, credit facilities and NTFP collection and processing. The analysis aims at identifying potential activities with a view to enhance productivity and improve income level. The different sector wise following information need to be collected.

1. **Agriculture / Horticulture:** Constraints (Low Production Storage & Processing Marketing), Reasons, Opportunities/ Possibilities and Programme
2. **Livestock:** Constraints (Less grazing land, Availability of fodder, Cattle care facility, other milk market), Reasons, Opportunities/ Possibilities and Programme.
3. **NTFP:** Constraints (Less collection, Unsustainable extraction, Low Rate, Value addition), Reasons, Opportunities/ Possibilities and Programme.
4. **Spectrum of Specialized Skills:** Constraints (Raw material availability, Product quality, Marketing potential, Credit facility), Reasons, Opportunities/ Possibilities and Programme



5. **Credit facility:** Constraints, Indebtness (Credit dependency, Rate of interest, Availability of loan, Mortgage difficulty, Others), Reasons, Opportunities/ Possibilities and Programme.

DEVELOPING FOREST DEVELOPMENT PLAN AND PERSPECTIVE PLAN

Data on various aspects of forestry would be collected by working group for analysis and preparation of treatment strategy and management plan.

1. Forest Coverage Data

- (A) Status of Forest areas assigned to VSS: The information on name of forest, legal status (RF/PF/ VF/KF), name of working circle to which allotted, area in Ha, distance from village, topography, condition of forest (well stock/ degraded/ bushy, few trees) and frequency of use by villagers is to captured for micro plan.
- (B) Forest Soil type with land degradation level and soil erosion status of the forest is collected either from primary and secondary sources.
- (C) Composition of existing crops such as major tree species, associates, shrubs, bamboo, NTFP species, medicinal plants, other important species both local and botanical names should also be collected for forest development plan.

2. **VSS Status:** The status of VSS plays a very important role developing any forest plan so the following information i.e., year of beginning of protection by community, year of formation of VSS, number and composition of VSS members, forest Protection measures taken by VSS in past: (number of people, household engaged, any formal mechanism, Improvement observed after VSS protection) is necessary for documentation.

3. **Domestic requirement of forest produce (per household):** The information on requirement of timber based forest produce by the villager with following parameters for different activities like timber for housing, small timber for agricultural implements, poles/bamboo, fodder from forests, NTFP for local consumers, frequency of requirement, app. quantity, how meat present and source.

4. **Collection of Forest products by the villagers :** From PRA exercise the information such as Item (Fuel wood, Fodder, Bamboo, Timber, Poles, Kendu leaves), status of domestic consumption, number of HH collecting, total collection of village per year, percent-age sold, value of forest products, average Income from sale of forest products (per household), name of forest from where collected is collected.

5. **Collection of NTFPs including Medicinal Plants:** The information of NTFP uses and value addition plays a very significant role in livelihood of the villagers accordingly the information need o be collected for planning the livelihood activities.

- (A) NTFP collection and usage schedule : The details of name of NTFP including grass & medicinal Plants, season/ months, locality of collection, quantity collected (Kg.), utilized

for self consumption (qty. in Kg.), surplus marketed (qty. in Kg.), income, usage of the NTFP and marketing options are need to be explored.

- (B) Regulation on NTFP Collection : VSS decision as to regulation in extraction /seasonal restriction of collection for sustainable NTFP management. Harvesting schedule detail be given;
- (C) Value addition to NTFP : The VSS would decide possibility of value adding to NTFPs gathered by villagers. Both individual and group can be identified to be supported through SHG or direct grant under livelihood component. The activities to be undertaken by VSS would be listed in following format (Name Potential products, Total amount collected in a year, Local market price, Possible source from adjoining areas, Processing, drying, sorting and grading (product wise), Storage place (availability, need for construction), Processing unit (need, possibility of setting up), Labeling, packaging (locally, outsourcing).

6. Forest protection issues

- (A) Protection Problem: Different forest protection problems should be listed for protection. Different types of injuries such as (Smuggling Timber, Smuggling Bamboo, Smuggling firewood through head loads for selling to others, Smuggling NTFP, Smuggling sand, precious stones etc., Poaching wild animals, Grazing local animals, Grazing by animals from other areas, Fire-accident, Fire connected with Mohua collection, Fire connected with salap tapping, Fire connected with Beedi leaf collection, Smuggling by head loads, Smuggling by bicycles, Smuggling by carts, Smuggling by fast moving vehicles, Incidents of snake bites/life threats/risks while protecting forests, Encroachments in forest areas, Other protection related conflicts,).
- (B) Reasons of Forest degradation
- (C) Protection Mechanism

In the PRA exercise the protection mechanism would be discussed and detail procedure/ modalities to be followed will be recorded to ensure effective protection year in which the operations are to be carried out would be provided in the micro plan. Grazing control/regulation, fire control, watch and ward.

7. Treatment required for arrear demarcated for treatment under AJY

- (A) Soil & Water Conservation Measures Treatment: Activities, number, length, size, extent of areas and priority
- (B) Forest Crop Improvement : Treatment i) ANR including Gap Planting, ii) Block Planting
 - a) Economic Plantation, b) Fuel wood and Fodder, c) Bamboo/Cane, d) NTFP including fruit bearing, medicinal plants etc.), Areas to be covered under a planting module, priority in block plantation, species, spacing.



- (C) Year wise target of Crop Improvement : Treatment i) ANR including Gap Planting, ii) Block Planting, a) Economic Plantation, b) Fuel wood and Fodder, c) Bamboo/Cane, d) NTFP including fruit bearing, medicinal plants etc.), areas to be covered.
- (D) Nursery Development
 - (i) De-centralized Nursery: The detail information on location & area, species, year of development and number of seedlings
 - (ii) Farm Forestry Nursery: requirement, name of the beneficiary, species and number of seedlings
- E. Miscellaneous Operations: The treatment options should be explored such as ((i) Fire line construction and maintenance, (ii) Watching and patrolling, (iii) Rotational Grazing, (iv) Stall Feeding, (v) Medical/Health Care camp, (vi) Centers for non-formal education, (vii) Promotion of fuel saving devices, who will do (VSS/FD/ FD&VSS), month/year when can be done and extent of area where treatment is required.

8. Marketing Practices

- (A) Marketing of Timber, Bamboo and other forest products is to be explored
- (B) Marketing NTFPs and medicinal plants is to be explored. Marketing plan would be chalked out on the basis of above information.

9. Schedule of Silvicultural Operations for the assigned forest area

- (A) Intermediate thinnings

Silvicultural thinning will be required to provide space for promising individual trees for better growth. The trees required to be removed should be marked after going round the forest with the technical staff and a list of such trees will be prepared.

- (B) Final harvesting periods (Rotation period)

As per the prescription of the approved Working Plans, the Rotation period for different components will be decided. At the time of final harvesting the felling list will be prepared as per species, diameter at breast height (in cm), height in cm, sound / unsound. Forester of the locality would help VSS in making the felling list.

10. Benefits expected from Forests protected by VSS

An assessment of assorted benefits expected from NTFP and Wood related benefit from the forest would be first made and distribution mechanism is to be decided.

- 11. **Sharing mechanism** of timber, bamboo, poles, NTFPs should be finalized and incorporated in the micro plan

- 12. **Other Forest Development related matters** should also be incorporated in the plan.

VILLAGE PERSPECTIVE PLAN

The Village Perspective Plan will prescribe various development activities, and provide approximate estimate of funds and period for implementation. The activities listed here would be on the basis of data collected and prioritized as per the previous sections. The fund requirement would be met from OFSDP/AJY and other sources to be tapped by VSS. This will include infrastructure development, forest development, agriculture, and other natural resources, and human resources development. Annual action plan will be based on the village perspective plan.

1. Entry point activities

The Micro Plan working group would consult the GB for identifying the need of entry point activities with priorities. Interests of forest dependent people shall be given high priority, and be taken up in the first year. Since the fund for EPA is limited, emphasis should be on activity (ies) that can be fully completed from the available fund, instead of taking up part construction of several works

2. Village infrastructure development (eg. community hall, school, NTFP/food storage godown etc): The information on type of activity/ infrastructure, number of members likely to be benefited, financial requirement, cost sharing by members; investment from other sources should be collected during the micro planning process.

3. Forest Development: The proposed year wise forest development activities including the area and financial requirement are to be mentioned.

4. Community Land and Agricultural Development: The details of type of activity, no. of beneficiaries and possible funding through convergence should be worked out.

5. Income Generation Activities

The scope of different income generative activities such as poultry, vegetable growing, milch animals, pisciculture, duckery, nutritional garden, bee keeping, bio compost making pit, NTFP Storage yards, NTFP Processing, cycle repairing, etc. should be explored with discussion with the community

(A) Group Activities: These should be forest/farm/non-farm based with focus on value addition.

(B) Individual Activities: Activities such as agriculture kit, horticultural hybrid plant, livestock rearing, poultry, other IGA.

(C) Livelihood (basic needs) Support : Activities such as fuel saving devices, health care, non-formal education, Sanitation, NTFP value addition and marketing support.

6. Human Resources Development /Capacity Building Plan

The information regarding capacity building activities should also be incorporated after training need assessment of primary and secondary stakeholders.



- (A) Awareness creation:
- (B) Capacity building/Skill development:
- (C) Field or exposure visits:

ANNUAL ACTION PLANS

Every year the VSS in their GB meeting to be held in December would decide various activities to be implemented during the succeeding financial year, and accordingly will prepare an annual action plan and budget, following the projected perspective budget plan. The annual plan will be submitted to FMU who will scrutinize and recommend to DMU. On the basis of the annual plan DMU will release fund to VSS. The progress in the implementation of OFSDP/AJY activities in a year would be monitored on the basis of the annual plan. The VSS would submit the annual action plan in the following format.

1. **Annual Action Plan and Budget:** The detailed Annual action Plan and budget need to be prepared with parameters such as broad component wise work items, period of work, physical target and fund required from OFSDP and responsibility of implementation.
2. **Plan Revision Discussion Outcome:** The member secretary will record the decisions taken in the discussion.
3. **Revision to be incorporated:** After discussions the information on revisions to be incorporated is listed out on following parameters existing nature and type of work need for revision, type and nature of changes to be made, new physical target and fund requirement.

RECORD OF ACTIVITIES UNDERTAKEN

The record activities undertaken are noted in following details.

1. **VSS Meetings:** Date of meeting, Presided by, Member Participated (Men/ Women) and Main Decisions.
2. **VSS Trainings:** Name of Training, Number of Participants, Organized by and Main Facilitator and Venue.
3. **Village Community Development Works:** Item of Work, Quantity, Date of starting, Date of Completion and Amount Spent.
4. **Forest Development Works:** Activity, Duration when undertaken, Amount spent, Person days generated and Produce yield if any.
5. **Income Generation Activity (one table for each activity):** Activity & Date, Name of SHG, SHG President, Trg. Assistance, Loan Amount with date and Refund.
6. **Products collected from Forest :** Date, Item Collected, No of HH/members who collected, Quantity, App Value in Rs., How used Own use/ Marketed.

Micro Plan Implementation

Introduction

In contrary to conventional project planning approaches, micro planning is done for a small patch aiming at the sustainable development of that particular land parcel or a group of community. It has been considered as a crucial method of development since it reflects the ground realities in details along with the strategy to overcome the local constraints.

The process is essentially participatory in its approach to dissolve local issues and constraints in planned and stepped manner. It is the corner stone of the bottom to top approach of developmental interventions. It brings all the stakeholders like beneficiaries, technical staffs, donors and policy makers to a common platform to discuss, assess, understand, strategise actions and finally document the ground realities along with alternate possible solutions.

What is Micro Plan?

Micro plans are essentially detailed plans developed for a small patch of land with specific objective of implementation. Micro plans differ from project to project basing on the key objectives and agreed activities. Micro planning process involves the assessing, prioritising and documenting the needs and aspirations of the local community.

In context of forest improvement projects, micro planning is done to develop the implementation plans for small patches of forests with detailed activities intending towards the overall forest health improvement including the soil moisture conservation, biodiversity preservation & improvement, improve the productivity of the forest patch etc.

Why Micro Planning Process

- ✓ It's participatory and hence involves the community/ target beneficiaries
- ✓ It gives scope to incorporate the expectations and aspirations of the local community
- ✓ It helps in exploring the potentials of local resources like human, animal and other natural resources to their full extent
- ✓ It improves the sense of ownership of the community over the assets created through the process of implementation

The Principles of Micro Planning Implementation

- ✓ Target community/ beneficiary should be at the centre stage of implementation and hence involve the community members at each stage of implementation
- ✓ It should be a continuous process which helps in further refinement and adoptability of concepts



- ✓ It should be flexible enough to adjust the field level constraints
- ✓ It is imperative to incorporate the local skills and knowledge in micro plan implementation
- ✓ Be sensitive to local customs / traditions / conventions and practices
- ✓ Of the total possible solutions depicted in the micro plan document, the final one must be considered in consultation with the target individual beneficiary or community as a whole

Skills Required for Micro plan implementation

In principle micro planning requires less of technical skills but more of social skills. The following social skills are essential for micro plan implementation;

- ✓ How to interact with the community?
- ✓ Identifying the key resources from the community
- ✓ How to share the responsibilities among the stakeholders and methods of monitoring as well as means of verification
- ✓ Implementation process monitoring
- ✓ Methods and formats for indicator based data tracking
- ✓ General record keeping related to financial transactions, muster rolls etc

Apart from the social skills the team responsible for implementation, should have following basic technical skills

- ✓ Preliminary knowledge on map reading- Toposheet, cadastral maps etc
- ✓ Preliminary knowledge on tree species, their habitat, methods of regeneration, nursery management, time of plantation, pruning, thinning, water requirements etc
- ✓ Basic knowledge on use of GPS and its data utility including data recording

Steps in Micro Plan Implementation

1. Read the micro plan document and the related maps in details
2. Move to field for which the micro plan has been prepared
3. Gather few community members who have clear understanding on the local topography and the ownership of the land parcels
4. Identify the locations of various interventions and mark them suitably in presence of the community members
5. Explain the community on the interventions and related modalities like execution, monitoring, quality checking, record keeping etc
6. Follow up the implementation process time to time



Introduction on Maps

Maps are the basic tools of geography which depicts various features and phenomenon present over a piece of land. A good map contains all the features in detail which are depicted using various symbols. Legend is an essential component of a map which explains various symbols used in the map. Further, the north arrow or any sort of symbol showing various directions of the maps.

Various essential components of a Map

- **Map title-** It indicates the objective and goal of the map i.e., it gives an idea on why this map has been developed and its major contents.
- **Map scale-** It shows how many units on the land is equivalent to one unit on the map sheet.
- **North Arrow-** It helps in getting the orientation of the map.
- **Neat line-** It represents the border line of the map.
- **Legend-** it explains the details of symbols and colours used in the map.

Some Major Types of Maps

- **Political Maps-** It shows political boundaries of various administrative units like nation, states etc. It does not contain any topographical features.
- **Physical Maps-** It shows various physical landscapes of the land piece. It shows various mountains, rivers, lakes using various colours.
- **Topographic Maps-** This is similar to physical maps but shows features in more detail. This map shows contour lines which shows the variations in landscape.
- **Thematic Maps-** This map shows a particular theme or topic related to a particular area. Generally, thematic maps are derivative maps developed from other maps. It contains features related to a particular theme of the original map from which it has been developed. Example of thematic maps include contour maps, drainage maps, map showing surface water bodies, forest boundary map, habitation boundary maps, road maps etc.

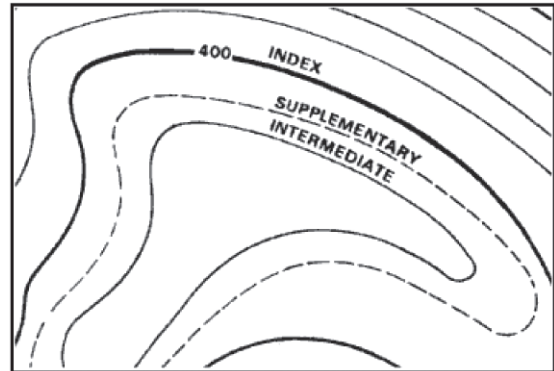
Description of Toposheet and its interpretation

Toposheets are special maps which show various topographic features of that particular area. The topographic features like contour lines, drainage lines, boundaries of various forest types and other land uses, major roads, boundaries of habitations etc are shown on the Toposheet.

Toposheets come in various scales like 1: 50,000 and 1: 25, 000. In case of the former, the contour interval is 20 m whereas in the later case it is 10m. Toposheets of 1:25,000 scale is available for limited areas. In India, Survey of India is the nodal authority to develop, publish and distribute the Toposheets. In watershed and forest improvement project context the idea on these features play an important role during planning and implementation of activities.

Some major features shown on the Toposheet

- **Contour Lines-** These are the lines joining points of equal elevation
- **Drainage Lines-** These are the lines showing the path of water flow
- **Index contour-** These are the thickened contour lines which makes the reading of contour value easier
- **Intermediate contour-** The contour lines falling between the index contour lines are called intermediate contour lines. These lines are finer and do not have their elevations given. There are normally four intermediate contour lines between index contour lines.
- **Supplementary contour-** These contour lines resemble dashes. They show changes in elevation of at least one-half the contour interval. These lines are normally found where there is very little change in elevation, such as on fairly level terrain.
- **Contour Interval-** It is the vertical interval between two consecutive contours.
- **Spot height-** These are heights of random places. Normally the heights which do not fall on contour lines like odd heights are shown as spot heights.
- **Forest area-** These represent the various forests like mixed forest, open jungle, dense jungle, open scrub etc available in the area.
- **Fire line-** A clear pathway in the forest to prevent spread of forest fire.



Colours used in Toposheet

In Toposheet, seven colours are used to show various features

1. **Black-** To show names, lines of latitude & longitude, broken grounds, river banks, dry rivers, surveyed trees, heights and their numbering, railway mines, telephone, telegraph lines
2. **Red-** Grid lines (eastings and northings), their numbering, roads, cart tracks, settlements, huts and other buildings.
3. **Green-** Forested and wooded areas, scrubs, scattered trees, orchards
4. **Blue-** Water bodies containing water like wells, rivers, etc
5. **Yellow-** cultivated areas
6. **BROWN-** Contour lines, their numbering, form lines, all sand features like sand dunes, sand hills, stony waste

7. White Patches- Uncultivated and barren lands

Description of Village sheet/ Cadastral Map and its interpretation

Cadastre is a technical term for a set of records showing the extent, value and ownership (or other basis for use or occupancy) of a plot or land piece. It provides a ready means of precise description and identification of particular pieces of land and it acts as a continuous record of rights in land.

Using GPS for Micro Plan Implementation

GPS is a hand held device used to locate the positions of various features. It gives the latitude, longitude and elevation above mean sea level of the particular position of the device.

In addition to these, GPSs are also used for measuring the area, recording tracks, recording way points, getting altitude etc.

In case of micro plan implementation one has to be well conversant with the uses of GPS devices. This helps in speedy implementation of the process like identifying the patch of land of interest, location where a particular intervention like construction of check dams, water harvesting structures (WHS), loose boulder structures etc are to be done. The recorded location information of the point can be used for identifying the same on various other platforms like Google Earth, satellite images and other GIS environments and hence helps accurate planning and monitoring of the project components. The location information collected using GPS can be used to develop thematic maps for the project also.

Further, using GPS one can easily measure the area of the land where interventions like plantation, field bunding, terracing etc are to done. Hence it helps in saving much time as compared to conventional approach of implementation and monitoring.



Soil Moisture Conservation Measures

Land Degradation and Soil Erosion

Land degradation generally signifies the temporary or permanent decline in the productive capacity of the land. It refers to a decline in the overall quality of soil, water or vegetation condition commonly caused by human activities. Degradation includes soil erosion, rising water tables, salinity and alkalinity, landslides, stream bank instability and poor quality of water. The factors responsible for land degradation are: Soil erosion, Water logging, Soil acidity and Stalination, Soil pollution, Deforestation, Loss of vegetative cover, Weed infestation, Brick making and mining.

Land Improvement

The interventions like soil conservation measures, rehabilitation of waterlogged land, soil amendment to correct acidity and Stalination, afforestation, agro forestry, cover crops, management of weeds, water management and nutrient management would help improvement of degraded lands for sustainable use.

Soil Erosion

Soil erosion is the process of detachment of soil particles from the parent body and transportation of the detached soil particles by water and/ or wind. Water erosion causes severe soil erosion and this category of soil erosion can be distinguished in three forms, namely sheet erosion, rill erosion, and gully erosion.

Sheet erosion, Although less noticeable than other types of erosion, typically is the main erosive force. Sheet erosion is less noticeable, as it does not leave obvious cuts in the soil surface as with rill or gully erosion. Sheet erosion is the removal of a relatively uniform, although thin, layer of soil from the land surface by unhandled runoff, or sheet flow.

Rill erosion is the process by which numerous small channels—less than three inches in depth—are formed. This type of erosion results from concentration of overland water flow associated with sheet erosion. Sheet and rill erosion leads to gully erosion.

Gully erosion, including ephemeral gully erosion, refers to the cutting of narrow channels resulting from concentration of sheet and rill flow of runoff water. Ephemeral gullies are small channels of approximately 3 to 12 inches deep. Gullies may be one to several feet deep. Gully erosion occurs when rill erosion is neglected. The tiny grooves develop into wider and deeper channels, which may assume a huge size. This state is called 'gully' erosion.

Stream Bank erosion occurs when torrents or hill streams come down by wide-spreading beds on emergence from the hills with ill-defined banks, flashy flows and swift currents.

Ravine formation begins along river side's and encroaches upon the catchment area by headword growth. Active gully systems commonly develop in unconsolidated materials due to changing patterns of land use and associated change in catchments hydrology.

Wind erosion takes place normally in arid and semi-arid areas that is devoid of vegetation, where the wind velocity is high. The soil particles on the land surface are lifted and blown off as dust storms.



Soil and Moisture Conservation in Hill Slopes

Of the total amount of rainfall arriving at the surface, part infiltrates and the remainder becomes runoff, which concentrates in natural zones of depression. As runoff increases, so does its velocity, volume and its ability to cause erosion. Efficient control of erosion due to rainwater can be achieved by systematic planning and protection of the area from runoff, land preparation, cultivation of crops and soil cover. The measures required for soil and water conservation can be broadly divided into two categories, i.e., mechanical measures and biological measures.

Mechanical Measures

The structures, among others include bunds, terraces, trenches, grassed waterways, diversion drains and gully control

A. Bunding

Bunds are more or less like narrow base terraces, and consist of earth embankments built across the slope of the land. They are also constructed along field boundaries and are referred to as peripheral bunds. Based on the functional requirements, they can be divided into two types. They are classified as contour bunds, graded bunds and compartmental of field bunds.

Purpose

To reduce the runoff velocity before attending erosive velocity, check the soil loss and to improve the local soil moisture profile. Bunds control the formation of rills, arrest soil erosion, reduce water velocity and increase soil moisture status.

1. Contour Bunding

Contour bunds are narrow based trapezoid bunds on contours to impound rainwater such that it percolates and recharge the root profile on either side of the bund up to 50% of the distance between two such bunds

Purpose

The basic purpose is to intercept the runoff flowing down the slope by an embankment. Contour bunds are constructed following the contour as closely as possible. A series of such bunds divide the area into strips and acts as barriers to the flow of water, thus reducing the amount and velocity of the runoff. Studies have shown that contour bunds result in a saving of soil ranging from 25 to 162 tons/ ha/ annum. In addition to controlling soil erosion and maintaining soil fertility, the construction of bunds helps in better infiltration of water into bunds ultimately replenishing the groundwater.



2. Graded Bund

Graded bunds are narrow-based versions of the channel terraces.

- ✓ They are used for safe disposal of excess runoff in high rainfall areas and regions where the soil is relatively impervious.
- ✓ They may have uniform grade or variable grade.
- ✓ Normally bund is constructed along a suitable grade and water is allowed to flow behind the bund.
- ✓ The design of graded bund involves the selection (or determination) of vertical interval, grade and cross section of bund and channel.

Purpose

- ✓ Breaking the length of slope and removing excess water at a non erosive velocity.
- ✓ Checking soil loss.
- ✓ Improving local soil moisture profile.

3. Compartmental Bunding (Field Bunding)

These bunds control the formation of rills, arrest soil erosion, reduce water velocity and increase soil moisture.

Purpose

- ✓ Breaking the length of slope.
- ✓ Checking the soil loss.
- ✓ Improving local soil moisture profile.

Constructed along the field boundaries in upper middle and lower reaches. Such structures should be constructed across the slope for maximum impact

4. Semi-Circular Bunds

Semi-circular bunds are earth bunds in the shape of a semi-circle with the tip of the bunds on the contour. The bunds are constructed to increase soil moisture and reduce erosion.

B. Trenching

Trenches are dug around the hill slope at a given contour especially used for treating non-able area of hill slopes. Continuous contour trench is recommended in the upper reaches of watershed. Trenches that are dug on contour lines is called as counter trench, whereas the trenches constructed continuously are called as continuous contour trenches. They hold water in upper reaches leading to increased percolation and soil moisture and recharge of ground water and to reduce erosion.



1. Contour Trenching

Contour trenching is excavating trenches along a uniform level across the slope of the land in the top portion of catchment. Bunds are formed downstream along the trenches with material taken out of them.

a) In-line Contour Trenching

Where these trenches are inline then called as inline contour trenches.

b) Continuous Contour Trench (CCT)

Trenches dug on contour lines are called as contour trenches. Where these trenches are continuous then called as continuous contour trenches.

c) Staggered Contour Trench (SCT)

Where these trenches are staggered then called as staggered contour trenches.

Important to note

- Most suitable in steep & irregular sloping lands and high rainfall areas.
- In highly undulating land align trench in the direction of flow of water
- Boulders & gravels from excavation should be stalked on the lower side of the bund/spoil bank to serve as the toe of the bund.
- Top soil should be kept towards the trench as it can be used for refilling if necessary.
- Trenching is preferably carried out during winter and spring so that sowing and planting can be done during the first monsoon.

Protection of trench area from animal and human interference is a must till it is fully covered by vegetation until achievement of the desired results.

2. Water Absorption Trench (WAT)

A WAT is nothing but a CCT of larger dimension excavated along the contour line.

Purpose

- Reducing the runoff velocity.
- Checking soil loss.
- Storing excess rain water and recharge ground water
- Providing protection to the lower treated area from heavy rain.



C. Terracing

It consists of construction of step like fields along contours by half cutting and half filling. Original slope is converted into level fields.

1. Bench terrace

The original bench terrace system consists of a series of flat shelf like areas that converts a steep slope of 20 to 30 percent to a series of level or nearly level benches. They are costly to construct. It consists of an earthen embankment and a very broad nearly flat channel that resembles a level bench.

2. Stone Terracing

Stone terracing, also known as stone wall terraces are small embankment constructed with stones across the hill slopes. These can be adopted in any slope where stones are available in plenty at the spot.

D. Stone Lining

Description: Stone lining along the contour are popular technology in dry stony areas. Stones are placed along contour lines to serve as a barrier to surface runoff.

Purpose: Since the runoff water can pass through the stone lines slowly the water gets filtered and spread over the field. Thus enhancing water infiltration and reduces soil erosion.

Different types of Gully Control Measures

A. Loose Boulder Structure (LBS)

These are the structures made up of loose stones and boulders in upper reach gullies.

Purpose

It reduces velocity of runoff water and traps silt and soil which promotes vegetation in the upstream side.

Location

Gully size of 1.2 to 1.5 m. depth with contributory runoff area less than 2.00 ha and areas where plenty of stone and boulders are available are suitable for construction of LBS. The specific requirements are:

- ✓ Constructed in series on a drainage line.
- ✓ Independent catchment of LBS should not be more than 1 ha.
- ✓ Should not be constructed where bed slope is more than 20%.
- ✓ Locate the structure where the upstream slope is flatter to store more water and more recharge



- ✓ Height of gully = max depth of flow in stream + design height of structure in central portion of gully.

B. Diversion Drains

Diversion drains are constructed on the top of the arable area to intercept the uncontrolled flow of runoff water from the non-arable area and to safely divert the excess rain water to the natural/improvised water courses.

Purpose

The purpose is to divert the water flowing down from the upper reaches towards the natural water course, thus preventing from eroding of cultivable lands. It also effectively protects bottom land from hillside runoff and diverts water from uncontrolled areas

C. Gully Plugging

Gully plugs (also called check dams) protect the gully beds by reducing the velocity of the flow, redistributing it, increasing its infiltration, encouraging silting and improving the soil moisture regime for establishing grasses and other vegetative cover.

Purpose

To check further widening and deepening of these gullies and to arrest soil erosion, collect silt and level the fields.

I) Temporary Structure

As far as possible such structures should have low heights, proper provision for dissipating kinetic energy, and be spaced closely enough.

Such structures may usefully be combined with vegetative measures to help stabilization. Various types of gully plugs or temporary structures are made of locally available materials like hedges or sod checks, woven wire, earth, sand bags, loose rock dams, and others.

II) Permanent structure

Permanent masonry structures are very costly structures and, therefore, justifiable only in case of extreme erosion. Drop spillways, chute spillways, and drop inlet spillways are the basic permanent structures.

Surplus weirs

Outlets are provided for each bund at suitable locations mostly in depression points for safe disposal of excess water from one field to other. For design of each outlet, the cumulative catchment contributing runoff is calculated. The standard size of length of clear overfall stone weir for different catchment area is mentioned in the table.



1. Channel weir

A channel weir is provided at one end of the bund to prevent the nose of the bund from getting breached and the fill of the channel weir is kept at 0.30m above the contour level of the bund. It also comprises a stone wall underground with one end of the bund pitched. Stone works for these walls may be dry rubble.

2. Cut outlet

It is a channel weir and is cut as an ordinary channel about 1.75m away from the end of the bund with its fill kept 0.03m above the contour level. It has an approach and a tail channel to give runoff water proper entry and exit from the weir. Such outlets are suitable when the soil is very hard.

3. Ramp-cum waste weir

During the period of construction of bund or other structures, it is not possible to construct weir immediately. Therefore, ramp-cum-waste weirs are constructed which are temporary in nature. It consists of an earthen bund with its top 22.5cm above the contour level and having a slope 1: 10 like a ramp both on the upstream and on the down- stream side of the bund.

4. Pipe outlet

A pipe outlet comprises of a pipe discharging surplus water. The design consists of a hume pipe of required diameter with one well at the upstream side. A 15cm. diameter pipe is suitable for 4.0 ha. catchment. The well consists of 0.4m diameter and 30 cm outlet. The top of the well is kept 0.30m above the contour level.

5. Gabion structure

A gabion is a rectangular shaped cage made of galvanized wire, which is filled with locally found rocks or stones. To facilitate easy transport, gabions are kept flat and are folded to desired shape at the construction site. If abundant stones are available, but their shape makes them unsuitable for loose stone construction, or if the expected water velocity is very high, gabions can be used

Purpose

Gabion structures reduce the velocity of water flowing through the drainage line. These structures are built to cushion the impact of water, preventing it from eroding the banks. On high slopes surrounding roads or railway lines, such structures are built along contour lines to prevent landslides.

Location

The minimum independent catchment area for a gabion structure is 5 ha. For a catchment area smaller than this even a loose boulder check may suffice. On stream embankments, these



should be located in stretches prone to severe erosion. The length of the embankment to be strengthened has to be determined. Along this length the rectangular boxes have to be placed as a straight wall with a vertical face.

An important advantage of a gabion structure is its flexibility; it will shape itself according to the stream bed even when this changes due to erosion, without losing its stability.

6. Masonry drop structure

The drop structure is one of the most commonly used gully control structures. It is mainly used to act as a control point along the gully bed. But at times, the drop structure is also used at the gully head.

Water enters the drop structure through the weir or stream, falls on the apron and then leaves the structure. Sedimentation gradually occurs on the upstream side. The apron, longitudinal and end sills help in the energy dissipation of the falling water.

Functions

- ✓ To control gradient in either natural or constructed channel.
- ✓ To control tail water at the outlet of a spillway or conduit.
- ✓ To serve as reservoir spillway where the total drop is low.
- ✓ To serve as inlet/ outlet structure of tile drainage system.

7. Chute Spillway

A chute spillway is an open channel with a steep slope, in which flow is carried at supercritical velocities. It usually consists of an inlet, vertical curve section, steep-sloped channel and outlet. Flow passes through the inlet and down the paved channel to the floor of the outlet.

8. Drop Inlet Spillway

A drop inlet spillway is a closed conduit generally designed to carry water under pressure from above an embankment to a lower elevation. An earthen embankment is required to direct the discharge through the spillway. Thus, usual function of a drop inlet is to convey a portion of the runoff through or under an embankment without erosion.

Biological Measures for Soil and Moisture Conservation

1. Contour cultivation

Contour cultivation is nothing but carrying out agricultural operations like planting, tillage and inter-cultivation very neatly on the contour. Contour cultivation reduces the velocity of overland flow and retards soil erosion. Crops like maize, sorghum, pearl millet which are normally grown in rows are ideally suited for contour cultivation. When contour cropping is adopted, the downward movement of soil and erosion by rains is reduced considerably.



2. Strip cropping

Strip cropping is the growing of a soil-exposing and erosion-permitting crop in strips of suitable widths across the slopes on contour, alternating with strip of soil-protecting and erosion-resisting crop. Strip cropping reduces soil erosion by reducing the effective slope length and facilitating absorption of rain water by the soil in undulating terrain. The dense foliage of the erosion resistant crop prevents the rain from beating the soil surface directly. The alternate strip consists of close growing erosion resisting crop (close growing crops such as moong, urad, moth bean, groundnut, grasses) to erosion permitting crops like (row crops such as maize, jowar, bajra, cotton, etc). Purpose is to achieve the best result, strip cropping is to be done in combination with other farming practices, like good crop rotation, contour cultivation etc. There are four types of strip cropping systems. They are: (1) contour strip cropping, (2) field strip cropping, (3) buffer strip cropping and (4) wind strip cropping.

Location

This method is useful on regular slopes and with the soil of high infiltration rates.

3. Retention Ditches

Retention ditches are large ditches, designed to catch and retain all incoming runoff and hold it until it infiltrates into the ground. They are sometimes also called infiltration ditches. In semi-arid areas retention ditches are commonly used for trapping rainwater and for growing crops that have high water requirements, such as bananas. These crops can be planted in the ditch and thereby get increased supply of moisture

Location

They should be constructed on flat or gentle sloping land and soils should be permeable, deep and stable. Retention ditches are not suitable on shallow soils or in areas prone to landslides.

4. Contour Farming

Contour farming means that field activities such as ploughing, furrowing and planting are carried out along contours, and not up and down the slope. The purpose is to prevent surface runoff down slope and encourage infiltration of water into the soil. Structures and plants are established along the contour lines following the configuration on the ground. Contour farming may involve construction of soil traps, bench terraces or bunds, or the establishment of hedgerows.

Location

Contour ploughing is successful on slopes with a gradient of less than 10%. On steeper slopes contour ploughing should be combined with other measures, such as terracing or strip cropping. The fields should have an even slope, since on very irregular slopes it is too time-consuming to follow the contours when ploughing.



5. Contour Furrows

Contour furrows are, small earthen banks, with a furrow on the higher side which collects runoff from the catchment area between the ridges. The catchment area is left uncultivated and clear of vegetation to maximize runoff. Crops can be planted on the sides of the furrow and on the ridges. Plants with high water requirements, such as beans and peas are usually planted on the higher side of the furrow, and cereal crops such as maize and millet are usually planted on the ridges.

Location

Contour furrows are suitable for areas with annual average rainfall amounts of 350-700 mm. The topography should be even to facilitate an even distribution of the water. Contour furrows are most suitable on gentle slopes of about 0.5-3%. Soils should be fairly light. On heavier clayey soils these are less effective because of the lower infiltration rate.

6. Broad Bed and Furrows

The Broad Bed and Furrow system has been mainly introduced by the International Crops Research Institute for the Semi-arid Tropics (ICRISAT) in India. Broad beds of 100 cm width are prepared and 50 cm furrows are provided in between two beds. Purpose is to encourage moisture storage in the soil profile to support plants through mid-season or late-season spells of drought and to provide a better drained and more easily cultivated soil in the beds. Double cropping by means of inter-cropping or sequential cropping is also possible.

Location

The BBF system is particularly suitable for the vertisols. The technique works best on deep black soils in areas with dependable rainfall averaging 750 mm or more. The broad bed and furrow system is laid within the field boundaries. The land levels taken and it is laid using either animal drawn or tractor drawn ridgers

7. Grass Strips

Grass strips are cheap alternatives to terracing. Grass is planted in dense strips, up to a meter wide, along the contour. Grass strips create barriers that minimize soil erosion and runoff. Silt builds up in front of the strip, and within time benches are formed.

Location

Grass strips are suitable in areas where there is a need of fodder or mulch. If farmers do not have livestock, they have little incentive to plant grasses. Grass strips are not applicable on steep slopes and in very dry areas since grasses might not withstand drought.

8. Planting Pits

Planting pits are the simplest form of water harvesting. They have proved successful especially



for growing sorghum and millet in areas with minimal rainfall. The purpose is to trap runoff, increase soil moisture status and reduce erosion.

Location

Planting pits have been proven successful in areas with annual rainfall of 200-750 mm. They are particularly useful for rehabilitating barren, crusted soils and clay slopes, where infiltration is limited and tillage is difficult. The slope should be gentle (below 2%) and soils should be fairly deep.

9. Mulching

Mulching is done by covering the soil between crop rows or around trees or vegetables with cut grass, crop residues, straw or other plant material. This practice help to retain soil moisture by limiting evaporation prevents weed growth and enhances soil structure. Mulching is used in areas subject to drought and weed infestation. The mulch layer is rougher than the surface of the soil and thus inhibits runoff. The layer of plant material protects the soil from splash erosion and limits the formation of crust.

Location

Areas with limited rainfall usually respond very well to mulching. Mulching is not applicable in wet conditions. The fields should have good drainage

10. Cover Crops

Cover crops are usually creeping legumes which cover the ground surface between widely spaced perennial crops such as fruit trees and coffee, or between rows of grain crops such as maize. Often cover crops are combined with mulching. Cover crops are grown to protect the soil from erosion and to improve soil fertility. They protect the soil from splashing raindrops and too much of heat from the sun.

Location

Cover crops are suitable in dry areas, with annual rainfall of more than 500 mm. Cover crops are good alternative source of mulch, especially useful in semi-arid lands where crop residue are important animal feed.

11. Conservation Tillage

Conservation Tillage refers to the practice in which soil manipulation is reduced to a minimum. This practice preserves soil structure and, increases soil moisture availability and reduces runoff and erosion. To reduce labour and farm power requirements, costs, energy requirement and increase crop yield due to less direct impact of raindrops on bare soil and increased soil moisture status.

Location

Conservation tillage takes various forms, depending on the prevailing soil and farming conditions. When introducing conservation tillage, it is important to focus on the needs of the

specific farming conditions. Each farmer's plot has specific soil characteristics and management needs.

12. Vegetative Barrier

Vegetative barriers inhibit surface runoff, slowing and ponding water and capturing and preventing sediment from flowing downhill (figure 3.50). Vegetative barriers have potential to not only reduce erosion but can enhance vegetated filter strips in the uptake of nutrients. Vegetative barriers are narrow strips of vegetation which are created primarily to slow runoff, capture sediment and resist gully development. A vegetative barrier reduces water velocities and establishes a broad uniform vegetative surface for the uptake of nutrients.

Location

Vegetative barriers can be used to eroding sites on areas of cropland, pastureland, feedlots, mined land, gullies, and ditches. This practice should be used in conjunction with other conservation practices in a conservation management system.

13. In situ Rain Water Conservation

(i) Ploughing and planting on flat land

The shaping of small depressions created during the ploughing operation has the objective of impeding surface runoff of the rainwater so that it remains stored in the soil and so available to the crop for a longer period.

(ii) Ridging after planting

Ridging after planting is a rainwater harvesting technique that consists of ploughing and sowing the flat area followed by ridging between the crop rows and ridging up again a second and third time according to the crop, using either animal drawn or tractor operated ridgers. When crops such as maize and sorghum are well developed, it becomes difficult to use the toolbar equipped with more than a single ridger body. In such situation use of single animal one-row ridger along the row is the solution.

(iii) Tied ridges

It consists of ploughing and ridging at 0.75 m row spacing, followed by an operation to tie the ridges with small mounds along each furrow so as to impede the runoff of the rainwater. Tying the ridges is done with an implement designed for use with animal traction and should be undertaken before planting on the ridges. The mounds are made at intervals between two and three metres by way of controlling the implement. Care is to be taken to leave them at a height that is less than that of the main ridge to be used for planting (Figure 54). For this hoeing or weeding is done by using a ridger between the rows and making a second pass with a hand hoe between the plants.



(iv) Partial ploughing

In situ capture of rainwater through partial ploughing consists of two successive passes with a reversible animal-drawn plough, leaving a distance of 0.60 m from each second furrows. In this manner, the work time is reduced by half due to the ploughing being accomplished in strips. The unploughed land between the strips is used for harvesting the rainwater, leading it to the seed zone. Using a punch planter sowing is done in the second furrow with a punch planter into the second furrow left by the plough in each strip.

14. Stabilising stream bank by vegetation

The purpose of this is to prevent nala banks from collapsing and to maintain natural course so as to avoid the water from damaging the adjoining lands. Where the soil is more prone to collapse or where the nala bunds and changes direction and makes the bank vulnerable to damage.

15. Brush mattresses and wattling

Wattles are long bundles of plant stems, straw, or coir that are bound using twine and are anchored in shallow trenches with wooden stakes. Stakes are then partially driven into the bank on approximately three-foot centers in areas that are to be covered by the brush mattress. The brush mattress, consisting of willow branches or other appropriate woody brush, is then placed over the staked area. Finally, cross branches are placed over the mattress and are tied to the stakes using twine.



Guidelines for Soil & Moisture Conservation Activities

The Ama Jangala Yojana or the Community Forest Protection and Management Program is being implemented in the State of Odisha with the assistance from CAMPA, MGNREGA, NRLM and State Plan. The twin aim of this scheme is restoration of degraded forests and enhancing income of people living in the vicinity of such forests so as to reduce their dependence on the forests, simultaneously providing them with energy efficient options.

The major interventions under this scheme are not only to be decided by the community, but also to be implemented by the community. However, the Project Executing Body is to facilitate implementation of various components envisaged under the scheme in the field.

Soil & moisture conservation is one of the important activity in the degraded forest area which are primarily aimed to be treated under the Ama Jangala Yojana in joint forest management mode to fulfil the broad objective of conserving fertile top soil, enhancing soil moisture regime and diverting and conserving surface run off for reducing erosion. Basic principle reckons that the lands (arable & non-arable) should be treated and put to sustainable use as per their capability.

While numbers of SMC works are to be undertaken in the project areas, the processes and procedures followed by the implementing teams in planning, designing, preparing cost estimates and execution of various measures are matters of concern. Planning, designing and implementation of SMC measures warrants that the implementing team possesses certain basic knowledge of hydrology and engineering aspects and are conversant of principles relating to agriculture. Inadequacy of such knowledge and minimum of investigations would certainly lead to non- performance of the structures/ measures failing to accrue desired results raising serious doubts on the cost-effectiveness of whole investment. With a view to bring in improvement in field practices and ensure adequate basis for various land based SMC measures these guidelines in respect of soil and moisture conservation works under AJY are prescribed.

1. Approval of Norms of Technical Sanction

- a) The estimates of soil and moisture conservation activities will be prepared by the VSS in assistance with partner NGO and these would be submitted to the FMU chief after due checking by the member secretary.
- b) The technical sanction of the works will be accorded by the Range officer and administrative approval will be given by the DFO concerned.

2. Hydrologic Survey

- a) Contour map of area allocated to the VSS, prepared during the micro plan preparation, will be used for executing SMC works in the field; 1: 5000 scale map with contour interval of 5-10 m will be ideal for this purpose.



- b) The coordinates of the structures would be taken by the GPS/Mobile app during micro plan as well as prior to implementation. The coordinates thus taken should be sent to the GIS cell of Project Unit for record and reference.
- c) From the contour map, slope group map and drainage map will be prepared. Data related to rainfall, temperature, number and discharge of different water courses will also be collected from secondary sources such as district / block offices etc.
- d) Reconnaissance survey will be done to locate different types of existing structural measures, water resource development measures such as irrigation tanks, percolation ponds, dugout ponds, check dams in drainage lines, dug wells etc.
- e) Needs of farmers, extent of degradation of land and water resources, runoff and erosion pattern to be collected through field visit and available records/ reports.
- f) Assessment of runoff and soil loss shall be made through discussion with the locals, survey of tank/ pond and stream beds, water marks on the banks of drainage lines, culverts, bridges, etc.
- g) Detailed topographic survey will be required to be carried out for the sites where water harvesting structures/ percolation ponds/ check dams etc. will be proposed.
- h) Estimation of peak rate of runoff and water yield for design of structures will also be made.

3. Engineering Survey & Design

- a) Levels of ground shall be taken along the channel (longitudinal section) at different points on both upstream as well as downstream and across the channel/ stream at suitable intervals (cross section) where the structure/ bund / embankment is proposed to be constructed to take stock of channel geometry, bed slope, bank stability.
- b) Contours will be marked on the proposed site with the help of hand level/ A-frame/ Hydro-marker.

4. Key Steps to be followed

- a) SMC planning shall start from micro plan preparation to be initiated by the PNGO team during first year of the project. SMC planning procedures enumerated in the Micro Plan Preparation Hand Book will be the basis for selecting any intervention.
- b) Broad treatment requirements of SMC shall be worked out by conducting land use survey of the whole area. Tentative cost involvement for each measure shall be determined.
- c) Treatment priorities for area shall be determined in consultation with the local communities/ VSS without undermining grossly the ridge to valley approach.
- d) Actual & detailed planning shall take place during the course of annual action planning process each year.



- e. Detailed site survey need to be conducted following standard engineering procedures.
- f. Proper design of different SMC measures is possible only after thorough survey and calculations based on empirical formulae.
- g. Parameters such as rainfall intensity, runoff, soil, slope, land cover, proposed land use, etc. need to be thoroughly accounted for while working out hydrologic, hydraulic and structural designs for major engineering structures.
- h. After the design is made and drawing/ sketch (section view, plan view, elevation etc.) is completed the cost estimation will be carried out. A sound design could lead to a technically feasible and cost-effective structure.
- i. Estimates shall be prepared basing on the cost norm for soil and moisture conservation measures of Forest and Environmental Department, Govt. of Odisha, {Communicated vide Order No. 149/12 F (Affn.) 247/2012, Dated: 16th Februry,2015 of PCCF, Odisha}.
- j. When the activities planned are not covered under the cost norm provided by PCCF, Odisha, the CAMPA guidelines /Scheduled of rates of Govt. of Odisha 2013 of Works Department, Government of Odisha should be followed.
- k. Pre-design survey, preparation of design and cost estimation for different SMC works need to be completed before successive year's annual action plan is prepared.
- l. VSS and PNGO should be adequately trained to understand the simple/ basic arithmetic calculations, prevailing rates for some commonly adopted works items. On- site training and lay out marking has to be provided to the VSS members.

5. Basic Records to be maintained at VSS/Member Secretary level

a) Stock register :

Details of construction materials received and utilized for construction need to be maintained properly by the VSS. Permanent stock register and is to be maintained at member secretary level & stock register for consumable items need to be maintained at VSS level.

b) Measurement Book:

Measurement book should be issued from project management office after proper entry and attestation. Measurement Book needs to be maintained by the VSS secretary properly with correct entries on volume and type of work done. It has to be check measured by the concerned member secretary. Disbursement certificate will be given by the president of VSS.

c) Payment Sheet:

Information on the names of the persons involved in labour/ mason work, person days engaged, volume of work done with payees' signatures etc. need to be available and counter signed by the secretary VSS.



d) Project Control Register:

Details of expenditure and work done for different projects executed under one VSS need to be properly entered into the PCR.

e) Design, Drawing & Bill of Quantity:

VSS should be in possession of an abstract of design of the proposed structure, engineering drawing and bill of quantity in support of break- up of costs for smooth execution of works.

6. Check & Balance Procedures

- a) At least 25 percent of the works (major earth works) should be cross verified through check measurements by the Forest Ranger/ACF on sampling basis. The DFO should conduct measurements in his presence for at least 5 percent of the works.
- b) Proper layout of the SMC structures and measures shall be given by the concerned member secretary as per the design and for some complicated designs necessary on-site advices must be sought from the Forest Ranger /ACF/ DFO or experienced engineers available within the Block.

7. Miscellaneous

- a) Soil moisture conservation works should commence soon after the rainy season.
- b) Vegetative conservation measures be given due importance. Also sustainability of structural components to a great extent can be achieved through reinforcement of vegetative measures with mechanical measures.
- c) Bio-engineering measures should be encouraged more and more from stability point of view. SHGs/VSS can raise seedlings of Vertiver, Sabai etc. which can be tagged in advance with the executants of structures for utilization.
- d) Frequent training of the grassroots level functionaries is necessary. Person guiding the workers should have basic knowledge about level, slope and contour etc. Practical training in the field should be emphasized. The PNGO, volunteers and workers should be exposed to key contour line, longitudinal and cross-sectional level survey of drainage line at structure site.
- e) Project Unit level officers should bear responsibility of guiding technical training activities, review work plans and field activities and should be involved in the identification and solving of the problems.
- f) Defective works to be remedied by a joint visit of senior officers like RCCF/ DFO/ACF, suggesting precautions to avoid the defects. Renovation of old/damaged water bodies can be taken up if considered viable and cater to the requirements of villagers on resolution by the VSS committee with pre and post measurement of size and depth.



Guidelines for Survey of assigned area and treatment area of VSS under AJY

1. Range Map has been prepared with approximate boundaries of Forests (as per the toposheets) and circulated for identification of villages in close proximity (3 Km. belt). This should be referred to while choosing and locating the villages for VSS to be included in the AJY Scheme.
2. VSS constitution and identification of assigned forest area for each VSS should be strictly according to the provisions in the JFM Resolution 2011 read with its Amendment, 2015 and the location of assigned forest area for the VSS is to be marked on the above map after the completion of Survey and demarcation of the area in the field.
3. Reconnaissance survey of the assigned area should be done with the members of EC of the VSS. The EC members/ prominent persons involved in forest protection/ ward member of the adjoining VSS/villages should also be associated in this survey in order to identify and resolve any conflict about the overlapping area. At the time of this survey, forester concerned will use handheld mobile devices for identification and preliminary assessment of area. (Uploading the vector file and indicating name and status of forest areas). The survey report along with an approximate map showing the boundaries with respect to identified permanent features is to be prepared and jointly signed by all members of the team and to be submitted to the Range Forest Officer concerned.
4. Once the assigned area is found free from conflict and in accordance with the provisions in JFM Resolution 2011, necessary boundary clearance and pillar posting of the above area will be done at the field level. Boundary clearance should be done over 6' width without any removal of tree growth and restricted to only weeds and line clearance. RCC pillars of size 10cm x 10cm x 100cms (inscribed VSS on one of the sides and colored white on exposed portion of 35cms.) will be used to demarcate the boundary of assigned area. Care is to be taken to ensure integrity of RF/PRF/DPF boundary pillars without change in their alignment and pillar number for the common/ overlap portion of the JFM assigned forest area boundary. The pillars of the JFM assigned area are to be serially numbered from the South East corner of the plot in clockwise sequence. It should be noted that the RF pillar numbers of the already existing boundary pillars of RF/ PRF/ DPF are to be used in bracket along with the boundary pillar number of the assigned area for that particular RF/ PRF/ DPF pillar in the overlapping portion of the boundary. Further, the RF/ PRF/ DPF pillars appearing within the VSS assigned forest area are also to be mentioned so that the different categories of forests appearing within VSS assigned forest area will be demarcated and recorded.
5. The hand held devices (with mobile application) are to be used for survey and recording of the GPS Co-ordinates of each pillar. Wherever the hand held devices (with mobile application) are not available, the hand held GPS devices may be used and the data is to be recorded in

the following format for upload in web GIS at Range level. The GPS usage recommendation mentioned below may be followed. All permanent RF/PRF/DPF pillars falling inside the assigned area should also be captured for GPS coordinates in order to assess the area of different categories of forest within the assigned area. This data need to be uploaded in the web GIS at the Range level and verified by the Range Forest Officer.

| VSS Name | GPS Coordinates | Forest Block's Name | | | Recorded area in ha | Name of Working Plan coupe covering VSS assigned area |
|----------|-----------------|---------------------|-------|------|---------------------|---|
| | | Pillar No. | Long. | Lat. | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) |

6. Each Pillars are to be photographed with pillar and its inscribed number at Right/ left hand bottom of photo (preferably in the mobile sets with GIS application wherever available) and showing the detailed view of the forest area. Wherever the photographs are taken using digital camera, the photos are to be uploaded into web GIS with the corresponding VSS assigned area.
7. Artificial features passing inside the assigned area should also be mapped with appropriate GPS Co-ordinates recorded at specified interval. In case of roads, data need to be taken at 100 meters and at prominent curves. The water bodies need to be recorded with two farthest corners. Particulars about the recognized forest rights appearing within the assigned area are also needed to be recorded in the following format.

| Particulars of forest rights recognized with certificate within JFM Boundary | |
|--|----------------------|
| Forest Right area in ha | No. of right holders |
| (1) | (2) |

8. Before preparation of the micro plan, the assigned area should be visited by a technical team consisting of the forester, forest guard, NGO team member and atleast 2 nos. of the EC members of VSS for assessment of the forest cover and identification of the treatment area 50 ha. for ANR and/ or 10 ha. for block plantation.
9. The treatment area so identified also should be pillar posted separately for 35 ha. ANR area, 10 ha. control plot and 5 ha. demonstration plot and GPS coordinates to be recorded as described in para. 5 above. The vector so created for treatment area in the field will be checked by Range Officer in the web GIS at his level and authenticate for its correctness in location inside the assigned area and for the forest cover as per the background satellite imagery before authenticating and finally uploading in the web GIS.



GPS Usage Recommendations

1. Fully charge your batteries before starting a survey. Additionally, carry extra sets of batteries, if available.
2. Start your GPS and be sure you have initialized your GPS receiver according to your individual unit's instructions. The first time a GPS unit is used in a new location (or whenever it has been moved 500 miles from where it was last used), the unit will need up to 15 minutes to orient itself. The more often you use the unit in its new location, the faster it will receive satellite data and record positions. After switching on, allow the at-least 5 minutes for the receiver to stabilise before starting data collection.
3. Set the datum of your GPS receiver to WGS 84 and the coordinate display format to decimal degrees (DD.DDDDDDD). The time should be set to GMT+ 5:30 hour.
4. Start Collecting GPS coordinates after at least 5 satellites are in view and the (error in) accuracy level displayed is less than 8 m.
5. When you have located a feature you wish to record make sure you have as clear a view of the sky as possible. Leaves and branches of trees cause interference and slow the reading process down but they would still function in these conditions.
6. Do not switch off the GPS receiver in between the survey unless the gap is more than half an hour. In case it is switched off, follow receiver initialisation instructions above (from 1 to 5).
7. For lines and polygons, coordinates are to be taken at a distance between 50 to 100 m based on the curvature i.e. closer for curves and farther for straight lines. A coordinate is to be taken at each sharp curve.
8. New track log is to be started for each VSS and submitted along with the coordinate data.
9. Location coordinates should be recorded in 3+ column table with first column as pillar number, second for latitude and third for longitude reading. Optionally fourth column can contain altitude and fifth column onwards for attributes if any.
10. For polygons and lines, use separate table for each feature.
11. Use decimal numbers with at least 6 point precision (six digits after decimal mark) for entering the readings. Do not add any alphabets to the readings.
12. Use any spreadsheet application viz. Libre office, MS Excel etc. to store data and submit soft copy for further use through Web GIS application.
13. Provide description of data and details of data collector along with contact. number at the end of the file.



Guidelines for CAMPA Accounting Procedures under AJY

The guidelines for CAMPA Accounting Procedures are given below:

1. Two Flexi Bank Accounts are to be opened for CAMPA funds – one named “CAMPA Main Fund” and one named the “CAMPA Interest Fund”. This is to be done at o/o PCCF, Projects as well as in each Division.
2. All existing accounts under AJY may be converted to Flexi Accounts at the earliest.
3. Interests accrued to the above Account are to be remitted to Account No. 380802010022320 o/o PCCF, Odisha, follow once in every six- months with a letter giving details. The interest accrued half yearly to the main CAMPA Account, both at the level of PCCF, Projects and at the DMU Level is to be transferred to PCCF, Odisha. All the DMUs will reconcile the interest amounts from their respective banks and transfer the interest accrued to their respective CAMPA Accounts to the CAMPA Interest Account of PCCF, Projects. The office of PCCF, Projects will transfer the interest amount to the CAMPA Interest Account of O/o PCCF, Odisha.
4. The O/o PCCF Projects will transfer the interest amount to the CAMPA Interest Account of the O/o PCCF, Odisha, i.e., Account No. 380802010022320.
5. As per the NCAC Guidelines dated 24.06.2010, it is clarified that in case of utilization of CAMPA Funds through the Vana Surakhya Samitis, as well as otherwise the orders of the Supreme Court requiring utilization of funds through NREGA module would be followed, and no departure involved shall be made.
6. A separate Cash Book is to be maintained for CAMPA funds / CAMPA Interest Fund by each DMU and o/o PCCF, Projects along with Ledger Register and Release Register. Other registers such as: Store register, Consumable Item Register, Nursery Journal, Plantation Journals etc. are also to be also maintained at both O/o PCCF, Projects and at DMU Levels.
7. Cash Books and Ledger Register of Accounts are to be maintained and closed each month both at the PCCF, Projects Level and each DMU level, as per OGFR, OFD Code 1979 and Delegation of Financial Power Rules, 1978.
8. Single entry accounting system is to be followed in CAMPA in O/o PCCF, Projects.
9. The Cash book at FMU level is to be closed on last date of each month and Cash Accounts are to be sent to the Division for necessary incorporation in the Division Cash Book.
10. Each DMU shall submit the returns, as prescribed, to the o/o PCCF, Projects along with 60-p and other MPRs latest by 5th of each succeeding month.
11. Since this is a Voucher Based Accounting Procedure, no funds are to be directly transferred to VSS Bank Account.



12. Payments to the vendors/ beneficiaries/ labour both at PMU Level and DMU Level are to be made directly through the cheques/ electronic transfer, etc.
13. The process for procurement of goods and services laid down in the Operation Manual of the O/o PCCF, Projects and PD, OFSDS will be followed for the purpose of procurements.
14. Similarly, the plan and estimates for any construction works of buildings, soil and moisture Conservation structures etc. is to prepared by the Divisions and approved by the competent authority as per the norms laid down in the Operation Manual of the O/o PCCF, Projects and PD, OFSDS.
15. SMC norms are to be followed as per PWD- Schedule of Rates.
16. UC proforma is as per the prescribed OGFR- 19 Form.
17. For any further clarification Additional PCCF, CAMPA may be contacted by the concerned staff.



Guidelines for Reporting by Partner NGOs

OFSDS has involved selected NGOs for facilitating Community Organisation, the capacity building and income generation activities along with development of market to be carried out under Ama Jangala Yojana in the Divisional Management Units (DMUs) in the State of Odisha. *The NGOs are required to set up a field office at the headquarters of the concerned FMU to maintain the Records at the Field level. NGOs should prepare the Monthly/Quarterly/Annual Plans well in advance in consultation with field staff and FMU Chief.*

This document contains guidelines on preparation of reports - including formats, contents, and other documents that should be submitted by NGOs as part of Reporting & Monitoring. Separate Reports are required to be submitted by the NGOs for each FMU. In addition to the report by the NGO, the Team Leader for each FMU should submit a brief Report to the FMU Chief by 30th of each month using the Formats prescribed. ***Please read carefully before preparing the reports.*** *These reports may incorporate changes as and when communicated by the PMUs.*

Monthly Reports

Monthly Activity Report for the previous month along with Monthly Activity Plan for the month is due by 7th of succeeding month and should be prepared according to the information called for and using the Format prescribed for the purpose. It is expected that such reports will be prepared in consultation with the concerned FMU Officers / Staff. This Report should be submitted to the Field Monitoring Unit (FMU) Chief for Review and Comments, and onward transmission to the DMU Chief.

Quarterly Reports

Quarterly Activity Report along with Quarterly Activity Plan for the next Quarter are due by end of each quarter (i.e. 30th June, 30th September & 31stDecember) and should be presented as per the Format prescribed for the purpose within 10th day of the end of the Quarter. It is expected that these reports will be prepared in close collaboration with the FMU Chief. This Report should be submitted to the Divisional Monitoring Unit (DMU) Chief for assessment the progress made during the Reporting Period.

Annual Reports

Annual Activity Report for the previous year along with Annual Activity Plan for the year are due within a fortnight of completion of the contract period and should be prepared using the format prescribed by the Project for the purpose. It is expected that the report will be prepared in close collaboration with the Field Monitoring Unit (FMU) Chief. This report should be submitted to the Divisional Monitoring Unit (DMU) Chief as part of OFSDS Documentation.



Summary of Reporting Requirements for NGOs

| Sl. No. | Reporting Details | Due Date | Submitted to |
|---------|-------------------|---|---|
| 1 | Monthly Report | 7 th of succeeding Month | FMU Chief in three copies |
| 2 | Quarterly Report | 10 th July, 10 th Oct. & 10 th January | DMU Chief and 2 copies to the FMU Chief |
| 3 | Annual Report | Within a fortnight of completion of the contract period | DMU Chief & 2 copies to FMU Chief |

Note:

1. If the NGO will be unable to meet the above deadlines for some specific reasons, they shall contact their respective FMU/DMU immediately to discuss a revised submission date. For reports received later than the due date without prior agreement, OFSDS reserves the right not to consider them.
2. OFSDS also reserves the right to ask for the resubmission of a report if the information provided is found insufficient or if the same has not been submitted in the prescribed format.
3. Late submission of reports might lead to corresponding delays in the review of the reports and, consequently, in receiving the feedback. It needs no emphasis that timely reporting is critical for proper assessment of progress of works and more particularly in assessing the reasons for delays in key activities. Such delays without valid reasons may lead to reconsideration of continuity of the NGO engaged. The Report will be reviewed within 2 weeks of receipt of the documents.
4. Financial statements for the activities should be included with your report. Likewise, any planned changes to your activity schedule/work plan should be discussed with the FMU/DMU directly rather than being requested in the report.
5. A structured flowing report set out under the relevant section headings, with page numbers shall be provided. It is expected that the reports will be precise and to the point and not more than 10 pages. **Please note that major changes in the activities must be approved by the FMU/DMU and must be approached separately.**
6. Each section should address the issues and queries found in the guidance text under each section heading unless they are not relevant to the activities during the reporting period.
7. If support material is included, such as Manuscripts, Awareness Materials, Workshop & Exposure reports etc, it should be confined to appendices.



Major Activities Assigned to NGOs under OFSDS (AJY) (please refer to the ToR)

- Community Capacity Building & Awareness Programs for forest protection
- Formation & Strengthening of VSSs
- Survey and Demarcation
- Selection & Engagement of Animator
- Preparation of Micro Plans
- Preparation of VSS Work plans
- Training Programs & Exposure Visits for VSS members and EB
- Identifying Income Generating Activities and study their feasibility/viability for the concerned VSS clusters.
- Identification/selection of SHGs and assisting SHGs in preparing plans for micro enterprise development.
- Facilitating Marketing Linkage
- Supporting IGA/ Livelihood Programmes
- Techno managerial support in execution of plans and projects.

Formats for Reporting by the Team Leader

The Team Leader engaged by the NGO for the FMU is required to submit a brief Report to the FMU Chief by 30th of every Month highlighting the major achievements of the Month with the help of the following Format.

Progress of Works

| Sl. No. | Activities Planned | Major Achievements | | |
|---------|--------------------|-----------------------|------------------|---------|
| | | Activities Undertaken | Deviation if Any | Reasons |
| | | | | |

Demonstration visits

| Sl. No | Activities (independent or group of activities during the month) | No of days spent on tour | | |
|--------|--|--------------------------|-------------------------|-------------------------|
| | | Team Leader | Development Officer (1) | Development Officer (2) |
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |



Reporting Format for NGOs
(Separate reports are to be prepared for each FMU)

GENERAL INFORMATION

| | | |
|---|---|---|
| 1 | Reporting Period | |
| 2 | <i>Name of the NGO and contact details</i> | Please include address, phone, fax and email. |
| 3 | <i>Main contact person and position</i> | Please include phone and email contacts. |
| 4 | Operation Area | Forest Range: Forest Division: District: |
| 5 | Funds Received from OFSDS during the Reporting Period | |
| | <i>Signature: Name: Date:</i> | |

DETAILED REPORTING

Achievements of Last month:

[To contain detailed dot-point list of activities which were undertaken/completed during in the Reporting Period]

Activities Planned for Next month:

[To contain detailed dot-point list of Activities planned for the next month]

Expenditure Statement during the reporting period

| Item | Amounts Received | Expenditure | Deviation |
|-----------------------|------------------|-------------|-----------|
| Office Management | | | |
| Travel | | | |
| Remuneration 1. 2. 3. | | | |
| TOTAL | | | |

Sample List of Activities to be Reported upon by the NGO

(This list is indicative and not exhaustive and subject to revision as per the groundreality and requirement from time to time)

- Introduction of 'VSS concept' in the community
- Formation & Strengthening of VSS
- Selection/Functioning of Animators



- Survey and Demarcation of the VSS area
- Situational Assessment of the Community
- Conducting PRA with Village Community
- Micro Plan Preparation
- Organising Training programs for VSS leaders/ Members
- Selecting Entry Point Activity
- Organising Exposure visits for members of VSS & participating of SHGs
- Formation & Strengthening of SHGs
- Conducting various Capacity Building (Training) programs for SHG members
- Conducting Capacity Building Program on selected Income Generating Activity
- Trainings to Women/SHG leaders on Gender aspect & Linking with Bank
- Conducting Awareness Generation Programme
- Process Documentation

Formats for Reporting by NGO

1. Annual Activity Plan Format

| Sl. No. | Activity | Period of Execution | | | | | | | | | | | |
|---------|----------|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|
| | | Month : 1 | Month : 2 | Month : 3 | Month : 4 | Month : 5 | Month : 6 | Month : 7 | Month : 8 | Month : 9 | Month : 10 | Month : 11 | Month : 12 |
| 1 | | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | |

2. Quarterly Activity Plan Format

| Name of the Activity | Indicate target dates of implementation & completion (<i>indicate by month</i>) | | | Name of the staff with primary responsibility for this Activity |
|----------------------|---|-----------|-----------|---|
| | Month : 1 | Month : 2 | Month : 3 | |
| | | | | |
| | | | | |



3. Monthly Activity Plan Format

| Name of the Activity | Indicate target dates of implementation & completion with number of VSSs to be covered(<i>indicate by week</i>) | | | | Name of the staff with primary responsibility for this Activity |
|----------------------|---|--------|--------|--------|---|
| | Week 1 | Week 2 | Week 3 | Week 4 | |
| | | | | | |
| | | | | | |

4. Monthly Activity Report Format

| Sl. No. | Planned Activity | Target Finish Date | Actual/ Probable Finish Date | Physical Progress Completed/ In Progress/ Not Started |
|---------|------------------|--------------------|------------------------------|---|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |

5. Quarterly Activity Report Format

| Sl. No. | Activities | Achievements | | Deviation |
|---------|------------|--------------|--------|-----------|
| | | Planned | Actual | |
| | | | | |
| | | | | |

6. Training Report Format (VSS wise)

Number and brief characteristics of facilitators / trainers as well as of participants should be mentioned here. The details of the trainings including topics covered, number of participants and training date need to be presented in the format given in the Section on Capacity Building.



7. Demonstration Visit Report Format (FMU wise)

| Sl. No. | Place of Visit | Number of Participants attended | Visit Date | Major Learnings |
|---------|----------------|---------------------------------|------------|-----------------|
| 1 | | | | |
| 2 | | | | |

(Separate sheet enclosed as proforma-I & proforma-II for detail reporting on Training and demonstration programmes conducted to be submitted with the MPR)

8. Community Meeting Format (FMU-Wise)

| Sl. No. | Name of the VSS | No. of Meetings Held | Dates of Meetings | Major Decisions taken |
|---------|-----------------|----------------------|-------------------|-----------------------|
| 1 | | | | |
| | | | | |

9. Micro Plan Preparation guidelines for NGOs

“Planning at the grass roots level” or “Micro Planning” aims at preparation of comprehensive development plan for the selected JFM area and the participating VSS following the guidelines/ processes prescribed in the VSS Management Manual. It needs to be kept in mind that the Micro Plan is to be prepared by the VSS through PRA for its ownership by the community and the role of the project is that of facilitator - to make available technical and other required inputs for consensus decisions by the VSS on various relevant and related aspects. Local experts of other line departments are to be associated wherever necessary. The process steps are described in “Preparation of Micro Plans - Hand Book for Facilitators” published by the Project.

For conducting micro planning exercise a working group shall be formed in each VSS, which shall be given proper orientation by the NGO team members along with FMU Staff. In identifying core teams care needs to be taken to ensure participation of women and representatives of the forest dependent groups and other weaker sections of the community.

10. Preparation of VSS Micro Plans

| Sl. No. | Name of the Village | Date of completion of Micro Plan | Date of approval by DMU | Date of Receipt by VSS |
|---------|---------------------|----------------------------------|-------------------------|------------------------|
| | | | | |



11. Income Generating Activities through SHGs

- The main objective of promoting/supporting IGAs through SHGs is to increase the income of participating VSS members with the long term goal of enhancing their socio-economic conditions.
- Considering the central role of women in the lives of tribal in the forestfringe areas, the women SHGs are to given preference and efforts shall be made to empower the women groups to take their own decisions and mobilize women groups for other developmental works of the community.
- The identification/selection of IGAs is to be done carefully taking into consideration the local resources, both forest and non- forest based: the available skills in the village, market demand assessed through market mapping in the course of Micro Planning etc. Efforts shall be on creation of VSS clusters for long term viability, sustainability and growth of the IGAs.

11 A. Status of SHGs

| Sl. No. | Name of the SHG (as per Bank Pass Book) with VSS | No. of Members | Saving Amount with Bank A/C no. | Monthly Meeting Dates |
|---------|--|----------------|---------------------------------|-----------------------|
| | | | | |
| | | | | |
| | | | | |

11 B. SHG Capacity Building Programms

| Sl. No. | Name of the SHG with VSS | Name of Capacity Building programme organized | Date of the program, and venue | Number of members trained |
|---------|--------------------------|---|--------------------------------|---------------------------|
| | | | | |
| | | | | |
| | | | | |



11 C. Income Generating Activities

| Name of the SHG with VSS | Activities | Date of loan disbursement (mention the date when amount is credited to SHG's Bank A/C) | Amount of loan disbursed by VSS (Rs) | Date of repayment | Principal amount paid (Rs) | Interest amount paid (Rs) |
|--------------------------|------------|--|--------------------------------------|-------------------|----------------------------|---------------------------|
| | 1. | | | 1. | | |
| | 2. | | | 2. | | |
| | 3. | | | 3. | | |

12. Dissemination of Information

Provide details of information dissemination activities under taken for target beneficiaries such as awareness programs, Trainings, Workshops & Seminars etc.

| Sl. No. | Materials Developed | Target Beneficiary | Contents in brief |
|---------|---------------------|--------------------|-------------------|
| | | | |
| | | | |

13. Outstanding Achievements in your FMU during the reporting period

In this section NGO have the chance to let OFSDS know about the outstanding achievements of their activity. This could relate to achievements already mentioned in this report, on which NGO would like to expand further, or achievements that were in addition to the ones planned and deserve particular attention in terms of best practice. OFSDS may use material from this section for various promotion and dissemination purposes, including e.g. publication, OFSDS promotion material, or in the OFSDS website.

Successes Stories: *Specify successes (include any unplanned successes) experienced during working in the field and describe the effect of these on the project*

Lessons Learnt: *What lessons for the future can be learnt from the project? This may include technical or social lessons, and lessons relating to cross-cutting issues such as environment and/or gender etc.*



14. Success Stories

| Activity and location | Effect on Project | Action Taken if Any |
|-----------------------|-------------------|---------------------|
| | | |
| | | |
| | | |
| | | |

15. A summary of key findings in villages

| SS / SHG | Main finding | Key concern | Other comments |
|----------|--------------|-------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

Appendices

Monitoring records (e.g. Minutes of the meetings with VSS, program of the workshop or training, proceedings, summaries of evaluation questionnaires)

Financial / Accountancy records (Bills, Vouchers, Money Receipts & Quotations etc. to support the Expenditures)

Other relevant documentation (e.g. photographs, newspaper articles, correspondence etc.)

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