



AMA JANGALA YOJANA

NGO COLLABORATION GUIDELINE

Meant for Project Staff of OFSDS and Partner NGO Team

Validity

During the Period of MOU between NGO and DMU

December, 2015

ODISHA FORESTRY SECTOR DEVELOPMENT SOCIETY

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AMA JANGALA YOJANA

NGO Collaboration Guideline

1. Preamble

Project Proposal of Ama Jangala Yojana (AJY) lays down that the Orissa Forest Department (OFD) will collaborate closely with local NGOs in implementation of the project, and NGOs will supplement the work of OFD by facilitating VSS's activities and organizing the implementation of livelihood programme. This provision has been agreed with the intention and spirit that the strengths of the Government and NGOs would be put together for effective implementation of AJY Scheme. For this, DMUs will be entering into an MOU with a number of NGOs to avail their expertise in the scheme during the period in implementation of the scheme. During this association, the NGO team members apart from supplementing the work of the OFD are expected to enhance the capacity of the OFD staff to manage these project components beyond the implementation period through Government of Odisha and NGO Collaboration.

Conventionally, an NGO receives fund from donor(s) and implements the project using the fund. In that sense, the program fund and fee for the staff members are in the hand of NGO. In case of AJY Scheme, the payments are made to NGOs for their services. Because of this unique feature, collaboration and coordination between the scheme and NGO is essential for appropriate project implementation. This guideline has been prepared to ensure proper coordination and uniformity in the collaborative work between the scheme and partner NGOs.

2. Purpose and target user of guideline

The expected users of this guideline are the members of: 1) PMU & DMU staff; (2) FMU staff and 3) partner NGOs. The guideline intends to give the users the overall framework of this collaboration and clarify the specific procedures and requirements for collaboration.

3. Overall principle of collaboration

The overall principle of collaboration is to work together proactively with the strengths of both partners so as to negate the shortcomings of either and for the overall betterment of the community. Hence, collaboration needs to be constructive and productive, rather than confrontational and negative.

4. Term of Reference of partner NGOs

According to the pro-forma agreement between the project and partner NGO, the partner NGOs have agreed on assisting the FMUs in the following activities:

- Formation of VSSs for the selected areas wherever required and mobilizing the existing ones
- Assisting in Survey and Demarcation of the area assigned to the VSSs
- Preparation of microplans for target VSSs
- Sensitization of local communities and their capacity building for sustainable forest management and livelihood improvement initiatives
- Conduct of Training Programs for VSS and SHG Members

- Preparation of plans and estimates for Entry Point Activities (EPA), Income Generating Activities (IGA), Livelihood Improvement (LLI) and Capacity Building activities.
- Techno managerial support in execution of plans and projects
- Preparation of income generation programmes for participating VSSs / communities
- Identification / selection of SHGs and assisting SHGs in preparing plans for micro-enterprisedevelopment
- Exploring market access for SHGs
- Arrangement of Loan linkages/ grant support for SHGs with Financial institutions through convergence
- Facilitating SHGs/ SHG Clusters in processing/ packaging and marketing of their products
- Organising the producers into producer groups
- Exploring livelihood programs like checking of health of water bodies, sanitation, diagnosis and treatment of malaria, gravitational channelizing of water to village, non- formal education, etc. on priority basis through convergence.
- Assisting VSS in undertaking of SMC, RDF, Plantation activities etc.
- Selection of animators for VSS(s)
- Implementing / supporting livelihood (basic needs) program
- Any other works ancillary and necessary for the execution of micro-plans prepared under the project

Other salient features of MOU are summarized below:

- The service period of NGO is 12 months from the date of execution of agreement which is extendable further as per the relevant clause in the TOR of the Agreement.
- An NGO team will be assigned to about 20 VSSs in an FMU.
- An NGO team consists of 1 Team Leader and 2 Development Officer (1 Natural Resource Management and 1 Community/SHG development officer).
- Team members shall be deployed on full-time basis to the project.
- Physical and financial progress report shall be submitted monthly with utilization certificate in the prescribed format
- DMU will periodically monitor / evaluate the performance of the NGOs, and monthly monitoring visit to the site will be done by appropriate authority as per the agreement.
- The team leader is responsible for preparing half yearly and annual work plan in respect of the allotted FMUs
- NGO shall submit statement of receipt and expenditure to DMU through FMU
- NGO are not allowed to spend the fund for any purposes other than the activities for which funds have been provided.
- NGO is responsible for paying all taxes to relevant agencies as per law
- Payment of NGO will be made subject to their satisfactory performance
- When required to travel outside their jurisdiction, the NGO team members will be reimbursed TA and DA
- Payment would be made monthly on furnishing of a bill to DMU
- The income tax due as per law will be deducted at source from the bill of the NGO at the stage of disbursement.

5. Overall roles and responsibilities of parties

The major responsibilities of each party are summarized in the table below, and the parties are requested to undertake the duties accordingly:

#	Party	Roles & Responsibilities
1	PMU	<p>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.</p> <p>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.</p> <p>Preparation of policy decisions, Budget allocations, instructions, guidelines etc. will be taken up at PMU.</p> <p>Preparation of Annual Calendar of Activities including Capacity Building will be done at the PMU Level.</p> <p>Any other work required for smooth execution of the project.</p>
2	RCCF	<p>Overall Supervision of implementation of the Ama Jangala Yojana.</p> <p>Planning, Monitoring and Supervision of the implementation of the project in various DMUs under their control including the capacity building inputs.</p> <p>Conduct of Quarterly review meeting on the progress of implementation of the project.</p> <p>Attending the review meetings conducted at PMU</p> <p>Compilation of information required on the progress of the project for each Division under their control and submission to the PMU.</p> <p>All Reports of the DMU shall be scrutinized and compiled at Circle level for further transmission to PMU.</p>
3	DMU	<p>Overall supervision of the NGO functioning</p> <p>Attending the review meetings at RCCF Level</p> <p>Conducting periodical meetings with NGO Team and NGO Chief Functionary</p> <p>Review the letter of replacement of NGO team members along with CV</p> <p>Ensuring timely reporting by FMUs</p> <p>Approving reports, documents and bills / invoices of NGOs</p> <p>Making payment to NGOs in accordance with this guideline</p> <p>Compiling data and information given by NGOs</p> <p>Keeping all the reports and documents properly</p> <p>Approving the proposals from NGOs on capacity building of VSS members, exposure trip, IGA support activities, model farm establishment, research activities and impact assessment, •</p> <p>Communicating the project reference materials, guidelines, manuals and circulars that are received from PMU to FMU</p> <p>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</p> <p>Provide specific feedback to FMU on the areas for improvements</p> <p>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</p> <p>Facilitating NGO team to provide their services effectively</p> <p>Ensuring timely reporting (financial and physical) by the NGO, verify the same and endorse them to DMU with comments.</p> <p>Keeping all the reports and documents properly</p> <p>Reviewing the proposals from NGOs and endorsing them to DMU along with comments and recommendations</p> <p>Communicating the project reference materials, guidelines, manuals and circulars that are received from DMU to NGO</p> <p>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</p> <p>Provide specific guidance to NGO on the areas for improvements</p> <p>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</p> <p>Establishing and maintaining an office for the NGO team members at FMU HQs</p> <p>Regular supervision on the NGO Team members functioning</p> <p>Meeting periodically with the NGO Team, FMU and DMU</p> <p>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</p> <p>Preparing and submitting periodical reports, documents and bills / invoices to FMU and DMU</p> <p>Issuing receipt and utilization certificate to FMU and DMU</p> <p>Keeping all the reports and documents properly</p> <p>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</p> <p>Carrying out periodic monitoring visits to NGO team and their sites and ensuring the quality and quantity of deliverables and outputs,</p>
6	NGO Team	<ul style="list-style-type: none"> • As per the MoU (refer to the elaboration of ToR below)

The Memorandum of Understanding stipulates the Term of Reference of NGOs, and this guideline indicates the elaborated ToR of Partner NGO as summarized in the table below:

#	TOR	Major Activity
1	Formation of VSSs for the selected areas wherever required	<p>1. Preparation and Community Entry (for minimum 5 days in each village) 1.a. Collect and get familiarized with the project reference materials, guidelines, manuals and circulars those are received from PMU and DMU. 1.b. Contact PRI staff members to inform about the project. 1.c. Contact villagers, opinion leaders etc. to inform about the project 1.d. Stay in the villages, observe the social aspects and dynamics of the village, carry out informal conversations with village leaders and villagers, build rapport with key informants, opinion leaders and other villagers. 1.e. Report the observation result to FMU for onward transmission to the DMU</p> <p>2. Formation of New VSS 2.a. Organize a meeting with key village persons who might be the potential VSS leaders and discuss intensively about the project 2.b. Assist in formation of a promoter group to form VSS 2.c. Assist promoter group in organizing village assembly meeting in which the discussion on the project will take place. 2.d. Assist originator group in motivating the villagers to get reorganized into a VSS 2.e. Assist promoter group in forming the VSS as per the guideline. 3. Restructuring the existing VSS 3.a. Assist VSS Members Secretary, President and other office bearers and EC members in conducting village meeting 3.b. Assist VSS leaders in discussing and motivating the VSS to reorganize the project benefit and opportunities.</p>
2	Preparation of Micro Plans for target areas/villages/population	<p>1. Guide the VSS animator in collecting basic information about the village 2. Assist the VSS and the its Member Secretary in undertaking appropriate Participatory Rural Appraisal (PRA) which shall require at least 10 days in each village (as per the Micro-Plan Preparation-Facilitator's Hand Book and Chapter-3 of VSS Management Manual) 3. Assist the VSS working group and the Member Secretary in conducting problem analysis and in developing the Micro Plan 4. Ensure optimal participation of the villagers and following up of desired social processes during the Microplanning 5. Assist the Member Secretary in writing the Micro plan.</p>
3	Sensitization of local communities (mostly tribal) and their capacity building for forest protection	<p>Assist VSS leaders in organizing sensitization meetings/awareness campaigns/ exposure visits for the Project Villagers for enhancing awareness about JFM and also for facilitating better forest protection</p>
4	Preparation of plan and estimate	<p>1. Prepare the monthly, quarterly and annual activity plans of NGO team 2. Assist FMU in planning and budgeting 3. Review if the planned activities have been undertaken properly</p>
5	Techno-managerial support in execution of plans and projects	<p>1. Coordinate with FMU and VSS for availability of necessary funds for implementation of the project activities through VSS 2. Participate in periodical meetings with FMU and DMU 3. Assist VSS in identifying government land for construction of VSS building and coordinate with Land Revenue Inspector for the same. 4. Provide and facilitate knowledge and skill building of the VSS Members in Nursery raising, 5. Assist VSS leaders and animators in maintaining VSS accounts and record keeping. 6. Enable the VSS President in moderating meetings and making decision, 7. Work with EC and Animator for liaisoning with line departments for resources and service convergence. 8. Help and guide the VSS EC and the Animator in managing VSS in a democratic way and ensure the transparency of fund 9. Assist VSS in managing VFDF funds prudently.</p>

#	TOR	Major Activity
6	Preparation of Income Generating programmes for participating VSSs/ Communities	1. Based on the recommendations of specialized market research, assist VSS in generating group IGA list, prioritize them, select pilot IGAs and regular IGAs. 2. With their technical assistance, assist VSS to prepare a set of proposals
7	Identification/ election of SHGs and assisting them in preparing plans for micro-enterprise development	1. As per the IGA framework of OFSDP and IGA guideline assist VSS members (especially female members) to form SHGs 2. As per the IGA guideline, assist both newly formed SHGs and old SHGs in internal saving and team building 3. Undertake SHG gradation and selection of capable SHGs to take up IGAs as per the IGA guideline 4. Assist SHGs to undertake IGAs as per the IGA guideline
8	Training programme for Community Members	1. Understand the training-needs of target villages, 2. Enhance the managerial and technical capability of VSS leaders, animator, VSS working group and other VSS members through day-to-day coaching and on-the-job training 3. Prepare capacity development proposals and submit it to NGO chief functionary 4. Assist FMU in identifying and selecting local resource person for providing input on various subjects related to the training. 5. Undertake approved training or assist the FMU in conducting the training. 6. Facilitate training programmes for resource persons 7. Suggest exposure to best practices in community participation in protection work. 8. Assist FMU in organizing exposure visits to best practiced Group based IGAs in and around the district/ division.
9	Exploring Market Access	1. Assist specialized contractors for market research and provide linkage support 2. Suggest and provide market access related information. 3. As per the IGA guideline, assist SHGs, VSSs and their consortium in market access for wholesaling of produces by the communities.
10	Selection of Animator for VSSs	1. Educate the VSS about the roles and responsibilities of Animator 2. Identify a young and relatively-educated villagers who can be a potential animator as per the VSS Management Manual 3. Assist VSS in selecting an Animator 4. Capacitate the animator
11	Implementing/ supporting livelihood (basic needs) programme	1. Assist the VSS and FMU in identifying, selecting and implementing Livelihood Improvement Initiatives in the village, such as medical camp, literacy education, construction of advanced (smokeless/improved) chullah etc. 2. Coordinate with respective line departments for providing required inputs for such initiatives.
12	Any other works ancillary to and necessary in the execution of the project	1. Attend to visitors to the project villages, 2. Participate in the regular meetings. 3. Participate in the prescribed training programmes from time to time. 4. Any other related responsibilities and tasks assigned from time to time by FMU and DMU.

6. Standard job descriptions of partner NGO team members

The roles and responsibilities of each NGO team member need to be clearly defined and understood. For this purpose, this guideline suggests standardized job descriptions of all three NGO team members (Team Leader and 2 Development Officers) as indicated below.

For the effective project management, better coordination and sustainability of project processes, all visits to the project villages will be taken up jointly by the Forester/Forest Guard and NGO staff. Such visits are to be planned properly during team meetings at FMU level which will be facilitated and coordinated by the FMU Chief.

6.1. Team Leader

- Responsible for day to day management of his/her office, team and updating the records/documents and maintain good relationship with FMU.
- Take field level day-to-day team management decisions within the parameters agreed upon and for all strategic matters.
- Undertake overall programme supervision of the Development Officers to represent the NGO at the field level.

6.2. Development Officer

- Work at grassroots level under the overall guidance of the NGO-Team Leader and in close coordination with the FMU.
- Coordinates with the Team Leader, Member Secretary, Animator, VSS President and extends her/his supports for all aspects of project implementation.
- Responsible for communicating the AJY/ OFSDS program policies and guidelines to communities.
- Responsible for creating greater community response to the project interventions and assisting the effective implementation of the operational plans at the assigned levels

7. Basic / minimum things to be looked into at target villages regularly

#	Items	Tasks/Questions
1	VSS and SHG Records	<ul style="list-style-type: none"> • Cross-validation of the entries/notes as: <ul style="list-style-type: none"> • VSS Records (Minutes/Resolution Register, Passbook, Cash book and cash position in hand and bank) • SHG Records (Minutes/Resolution Register, Passbook, Loan Register, Attendance Register, Cash book and cash position in hand and bank) • Whether they are updated regularly and kept at proper place, • Validate if cash in hands and account book matches or not.
2	Assets created under the project (VSS building, Nursery, Constructions under EPA and LLI)	<ul style="list-style-type: none"> • Comparing stage of construction and progress vis-à-vis time line in the project/ microplan • Assess the quality of physical assets created by the project • Assessing involvement of EB of VSS, animators and the community in the implementation of the interventions/ construction. • Quality and process of maintenance

3	Conditions of villagers	<ul style="list-style-type: none"> • Quality of assets of villagers (e.g., houses, furniture, tools, livestock, etc.) • Physical appearances (whether their dresses, hygiene and nutrition are improving or not) • Articulation of villagers (whether villagers became more vocal or not)
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8. Overall annual activity schedule

NGO-related major annual activities are summarized in the form of a calendar at **Annexure II**

9.1.1 Communication

Purpose	<ul style="list-style-type: none"> • To review, monitor and facilitate partner NGO's work. In the first year, this will also be the forum for familiarization among the team members and with the project components and processes. • To expose NGO/FD team members to various forestry / community development activities under the project. • To expeditiously resolve issues and for strategizing effective coordination.
Timing and location	Monthly, DMU Meeting Hall; One Day Meeting
Participants	<ul style="list-style-type: none"> • Chair: DMU Chief • Participants: Team Leader, Development Officers, FMU Chiefs, VFWs (at least one from each FMU), FEOs at the DMU headquarter and the FE (Field Expert). • Special Invitee: Line department Heads of the District or any experts/resource persons relevant to project for an hour or two in the afternoon as per the need • In the every 3rd meeting (i.e. quarterly once), NGO Chiefs will be invited. After the meeting, NGO Chiefs shall have individual interaction with DMU Chief.
Possible topics	<ul style="list-style-type: none"> • Review of decisions taken and actions recommended in the last meeting • Roles and responsibilities of different team members with reference to implementation of different project components • Coordination mechanism with FMU and VSS facilitation mechanism • Skills and Expertise of team members and how they can be complimented or augmented • Monthly and quarterly work plans and achievements • Progress on Community Development Components viz. community mobilization, microplan preparation, EPA, SHG/IGA, LLI etc. • Capacity building of SHG and VSS • Cross-sharing of experiences among NGOs, examples of innovative practices and processes, cases of successes and failures and reasons thereof • Convergence with line department, private sector and PRIs as a follow up to DAC meeting • Specific operational difficulties in field • Visit plans & observations of DMU (DMU chief/Asst Chief/FEOs) <p>In the individual interaction between NGO Chief functionaries and DMU Chief:</p> <ul style="list-style-type: none"> • Reporting and payments • Coordination between NGO-FMU Chief/Foresters • Latest circulars, guidelines of the project • Convergence and linkages with line departments and other agencies • Capacity building of community, VSS and SHGs • Institutionalization of IGA/SHG • Project continuance strategies • Any other matter

Minutes of Discussion	To be recorded by the FEO (Microplanning) at DMU with a separate section on the decisions taken and follow up actions to be taken. FEO will facilitate the same. The copies will be circulated to FMU, NGO Chief functionaries and PMU
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Note: In each monthly meeting, the review of decisions taken and follow up will be essential agenda item.

9.1.2 Fortnightly meeting at FMU level

Purpose	To facilitate better understanding, promote synergy and aid effective project implementation
Timing and	Fortnightly; FMU Meeting Hall; Half Day Meeting
Participants	<ul style="list-style-type: none"> • Chair: FMU Chief or his nominee • Team Leader, Development Officers, FMU Chief/Forester, One FEO from the DMU headquarters • Special Invitee: VSS President/Animator, PRI representative, any line department Official as per their availability. • NGO Chief functionary will attend at least one meeting in each quarter.
Possible topics	<ul style="list-style-type: none"> • Review of the decisions taken and follow up actions from the last meetings • Monthly/weekly plans, achievements, problems etc. • Visit Plans & observations of DMU (DMU chief/Asst Chief/FEOs), FMU chief, NGO chief functionaries • Logistics (computer etc.) planning • Discussion on monthly report submitted by the NGO • Discussion on project documents viz. guideline, manual, circulars, letters • Specific operational difficulties in field.
Minutes of discussion	To be recorded by one of the Development Officer with a separate section on the decisions taken and follow up actions to be taken. The copies will be circulated to NGO Chief functionaries and DMU and FMU

9.1.3 Periodical meeting between NGO team and NGO Chief Functionaries

Purpose	To help the chief functionary to remain updated about the project progress and to facilitate his guidance/input for effective project implementation.
Timing and	15 Days (twice in a month), NGO Office/Project Office; Half Day
Participants	All NGO team members and NGO Chief functionary
Possible topics	<ul style="list-style-type: none"> • Review of the plan and progress of the team • Discussion on the problems and facilitation needs • Listing topics for discussion in the next meeting with the DMU chief.

9.1.4 Annual review meeting at Circle level

Purpose	To exchange of experience, knowledge and convergence and to expeditiously resolve issues related to NGO collaboration
Timing and	Annual (During April), one of the DMU Halls; One day

Participants	• Chair: Regional Chief Conservator of Forest • Participants: DMU Chiefs or Assistant Chiefs, One representative from FMU and an NGO team, all Chief functionaries of NGOs, one FEO from each DMUs.
Possible topics	• Review of the progress in the project vis-à-vis target along with the processes that have been followed • Convergence (with MG NREGA etc.) • Yearly plan for next fiscal year
Minutes of discussion	To be recorded by one of the FEO with a separate section on the decisions taken and follow up actions to be taken. The copies will be circulated to DMU, NGO Chief functionaries and PMU

9.2 Check list for following up of the result of meetings

In the meetings conducted at DMU and FMU level with NGOs, minutes will be recorded by FEO and DO respectively. PMU from time to time will check the followings

#	Items	Tick mark	
1	The minutes of meeting is properly recorded	Yes	No
2	The minutes of meeting is properly kept	Yes	No
3	The minutes of meeting adequately describe decisions made in the meeting	Yes	No
4	The minutes of meeting adequately describe follow-up actions to be taken along with delineation of responsibilities	Yes	No
5	The minutes of meeting is authenticated by appropriate authority	Yes	No
6	The minutes of meeting has been circulated to all concerned parties indicated in Section 9.1 of this guideline	Yes	No

9.3 Other means of communication

Close communication and coordination between the project staff and NGO through mobile phone is an effective way of communication and shall be welcome.

With facilities of computer and internet being made available in most DMUs, FMUs and NGO offices, use of email-mode of communication shall be preferred. The following communication procedure will be used by the project.

- PMU/DMU/FMU will mark copies of relevant project correspondences sent to DMU/FMU through email to NGO chief functionaries/Team Leaders (in the email ID of NGO Chief Functionaries and Team Leader as provided to them).
- Team Leader/NGO Chief functionaries will send a copy of all their reports/correspondence through email to FMU/DMU (email addresses of DMU will be provided to NGOs)
- Computer and printer with internet connectivity available at the FMU can be used by Team Leader/Development Officer when the NGO team does not have such facilities in its office.

10 Reporting

Periodical recording of activities undertaken and reporting of the progress made is very crucial. To make the system effective, transparent and easily monitor able set of recording and reporting formats are suggested. While the NGO team needs to maintain the information in recording

formats at their office, they need to report to the FMU every month in reporting formats. DMU/FMU chief for their representatives are required to verify the status of record maintenance at NGO's office, when they visit the same.

11 Monitoring and evaluation

Monitoring and Evaluation are key to the success of any project. The NGO collaboration with Forest Department is a unique and novel proposition and need to be properly monitored and evaluated.

11.1 Check list for reports review

FMU and DMU are receiving the periodical reports from NGOs. The following table shows that checkpoints of report review. This sheet shall be filled by FMU and submitted to DMU when FMU endorses the periodical report of NGO to DMU.

#	Items	Tick mark	
1	The reports was submitted on time	Yes	No
2	The report was authenticated by NGO chief functionary	Yes	No
3	The format of report is as per the guideline	Yes	No
4	The report is written clearly and bind properly	Yes	No
5	Daily work logs is included and clearly indicate the details of activities and field visits	Yes	No
6	Planned activities is clearly indicated with timing of activities	Yes	No
7	Major achievements of NGO are clearly understood	Yes	No
8	The process of above achievements are adequately illustrated	Yes	No
9	Major achievements of VSS are clearly understood	Yes	No
10	Physical progress in EPA, infrastructure components, plantation establishment, soil and water conservation, etc. vis-à-vis target in the target villages with project time line is compared and analyzed	Yes	No
11	Information on the progress of microplanning is adequately given	Yes	No
12	Information on the accomplishment of capacity building activities is adequately given	Yes	No
13	Information on the progress of LLI is adequately given	Yes	No
14	Information on the progress of IGA is adequately given	Yes	No
15	Information on the updated status of VSS and SHGs is adequately given	Yes	No
16	Information on the convergence activities is adequately given	Yes	No
17	Success stories and findings / lessons learned / recommendations are adequately illustrated	Yes	No

11.2 Self evaluation by NGOs

Every month, NGO will prepare the self-evaluation sheet shown below and submit to FMU and DMU along with its monthly progress report. This self-evaluation sheet shall be discussed during the monthly meeting among FMU, DMU and NGO.

#	Indicator/Parameters	Put Tick Mark
1	Formation of VSS	

a	Average no of village meetings conducted before formation/revitalization of VSS	No meeting	1-2	3-4	>4
b	Average days visited by NGO staff per village before formation/revitalization of VSS	0-1	2-3	4	>5
c	Existence of village resolution to form VSS	No			Yes
d	Existence of MoU between VSS and FD	No			Yes
e	VSS leaders started chairing the VSS meeting	No meeting	Some meeting	Most of meeting	All
2	Sensitization of community				
a	Average no of village meetings conducted on VSS resolution and environment-related laws and regulations	No meeting	1-2	3-4	>4
b	Both Team Leader and all DOs are aware about JFM resolution and key environment-related laws and regulations	Not aware	Somewhat aware	Mostly aware	Fully aware
3	Support for microplanning				
a	Average no of village meetings conducted on PRA	0-3	4-6	7-9	>10
b	Average days visited by NGO staff per village for PRA	0-3	4-6	7-9	>10
c	Average no of village meetings conducted on microplanning	0-3	4-6	7-9	>10
d	Average days visited by NGO staff per village for microplanning	0-3	4-6	7-9	>10
e	Existence of draft plan	No			Yes
f	Existence of approved final plan	No			Yes
g	No of community members who have participated in the Microplanning Process	Very few to None	Some of them	Most of them	Almost All
4	Preparation of plan and estimate				
a	FMU feels the assistance of NGOs on preparation of plan and estimate is adequate	No	Somewhat no	Somewhat yes	Yes
5	Techno-managerial support				
a	At least one NGO staff member is attending FMU and DMU meetings	Very few to no meeting	Some meeting	Most meetings	Almost All meetings
b	Animators are selected in almost all target villages	No			Yes
c	No of villages taken up EPA and LLI	Very few to None	Some of them	Most of them	Almost All
d	Majority of users / beneficiaries of EPA and LLI	Better off			Poorest & forest dependents
e	Number of scheme / program (other than OFSDP) brought in to the target village as a result of NGO effort	Nil	1-2	3-4	>4
6	IGA support				
a	Both Team Leader and all DOs are familiar with IGA-related guidelines	No			Yes
b	Average no of SHGs formed under OFSDP with regular internal saving	0	1	2	>3

c	SHGs gradation completed for all SHGs in target villages	0	1	2	>3
d	Among above SHGs, no of SHGs successfully engaged in IGA	Very few to None	Some of them	Most of them	Almost All
e	No of higher order community institutions (SHG federation, cooperative etc) promoted by NGO	Nil	1-2	3-4	>4
7	Capacity building				
a	No of training sessions proposed by NGO to FMU	0-2	3-5	6-10	>12
b	No of formal training programs conducted by NGO per Village	0-2	3-5	6-10	>12
c	No of persons formally/informally trained by the NGO per village	0-5	6-10	11-15	>15
8	Overall				
a	Average no of days NGO staff member visit target villages per month	0-5	6-12	13-19	>20
b	FMU feels overall assistance of NGOs is adequate	No	Somewhat no	Somewhat yes	Yes

11.3 Field validation

The MoU indicates that DMU will periodically monitor / evaluate the progress of NGO achievements, and monthly monitoring visit to the site will be done by appropriate authority. When a project staff is at the site, NGO's report and self-evaluation shall be validated. The guideline for field visit and validation is indicated below:

- a) DMU Chief/Asst DMU chief will visit at least two to three VSSs per FMU per month along with NGO staff
- b) Member Secretary of VSS will sample visit at least five villages per FMU per month along with NGO staff
- c) FMU Chief will visit all or at least 10 villages (whichever the smaller) per FMU per month
- d) (S)he will triangulate some portion of the latest NGO report and self-evaluation sheet randomly on a sample basis with a number of villagers in the village
- e) Observations and suggestions made should be noted by the DO along with followup actions.
- f) The project staff members who visited field shall produce a field note and circulate to FMU chief, DMU chief and NGOs

12 Initial list on areas for required capacity building of VSS and SHG

The following are the training agenda for training of VSS and SHG members:

- a) Training on Leadership Development
 - Role of the VSS/ SHG leader
 - Establishment of democratic functioning and transparency in VSS/ SHG
 - Project activities implementation procedure and guidelines
 - Project monitoring procedure

- Type of VSS meeting, facilitation skills and good communication skill as VSS leaders
 - Community mobilization skills and rapport building
 - Resolving conflict situation
- b) Training on VSS Management
- Concept of VSS and its role
 - Role of the VSS member and leaders/Office Bearers
 - Forest protection interventions
 - Social interventions
 - Financial transactions
 - Bank transaction
 - Record keeping at VSS level
- c) Training on Book Keeping:
1. Meetings register,
 2. Cash Book or Receipt and Paymentbook,
 4. Loan ledger, and
 5. VSS Bank Pass books- to be provided by Bank.
- d) Training on Group IGA and Micro-Enterprise including Business Plan – To be finalized after MOU with NRLM and OFSDS

13 Cost and payment

13.1 Budget components

Under CFPMP Cell of OFSDS, certain budget would be allocated for various project components. Among the components, relevant components and their recipients are summarized in **Annexure I**.

13.2 Cost norm for partner NGOs

- Cost Norm : One standard NGO team (with 1 TL and 2 DO as per para 2) will get Rs 40,000 per month as per the details below

Budget Head	Unit Rate
Team Leader Fee	13,000
Team Leader Conveyance	2,000
Development officer Fee	7,000 (x2)
Development Officer Conveyance	2,000(x2)
Overheads including office rent	7,000
Total	40,000

13.3 TA and DA

- a) TA and DA will be reimbursed to P- NGO team member/ Chief Fuctionary when required to travel outside their jurisdiction
- b) Team Leader & Development Officer: TA/DA will be paid by the DMU as admissible at the Govt. rate officially applicable for forester & Forest Guard respectively with submission of requisite documents; TA will be paid as per actual expenses on submission

of rail or bus tickets admissible for FMU Chief to NGO Chief functionary and as admissible for forester for Team Leader

- c) P-NGO Chief functionary: TA/ DA will be paid at par with the provision applicable for FMU Chief.

13.4 TDS

As per prevailing law, TDS is to be deducted from any income at the rate prescribed in the law. For this, OFSDS will deduct TDS as indicated in Clause 8.2(i) of agreement between DMU and partner NGO unless the NGO claims its tax exemption status with proper documents.

13.5 Invoice / Bill

As indicated in Clause 8 of agreement between DMU and Partner NGO, monthly invoice /bill shall be prepared by partner NGOs. The invoice / bill shall be submitted simultaneously to both DMU and FMU. FMU will verify the invoice / bill and inform DMU the verification result. The invoice shall contain the breakdown of costs and be submitted with the monthly progress report, which includes daily work log of NGO team members, as well as statement of receipt and expenditure and utilization certificate.

13.6 Payment procedure and mode of payment

Payment will be made to partner NGOs only when partner NGOs will furnish all required reports (monthly progress report, quarterly report and annual report as applicable) and documents (bill /invoice, statement of receipt and expenditure and utilization certificate), which are verified by concerned FMU, and the performance of NGOs is found to be satisfactory.

The payment procedure should follow the guideline below:

Procedure	By	Timeline
Submission of required reports and documents to DMU and FMU	By NGO	Before 7 th office working day of following month
Verification of report and documents and endorsing them to DMU	By FMU	Within 5 office working days from date of the receipt of reports and documents from NGO
Scrutinizing report and documents of NGO endorsed by FMU and making payment to NGOs	By DMU	Within 5 office working days from date of the receipt of reports and documents from FMU
Issuance of receipt to FMU	By NGO	Within 5 office days from the receipt of payment

Payment will be made either in a form of cheque/ bank draft by DMU to partner NGO.

13.7. Security Deposits: Immovable assets valuation of Rs1,00,000/- (one lakh) or Bank guarantee of equivalent amount will be pledged with the concerned Divisional forest officer by the Partner NGO towards the security deposit

13.8. EPF claim: The staff engaged under P-NGO are eligible for employees provident fund as per the provisions under the act.

Annexure I: Related Budget Components





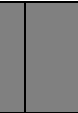
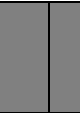
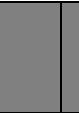


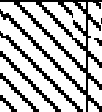

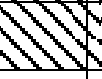
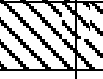
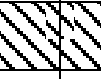




Budget Component	Major Cost to be Covered	Fund Recipient
Preparatory Works		
Field Survey and Setting Up Pillars	Mobilizing surveyors for ground survey	FMU
Mapping (1:5,000)	Mobilizing surveyors for mapping	Survey and mapping firms
Capacity Building of VSS		
Community Mobilization and institutional building	Provision for conducting the trg. For 30 participants/multiple of 30 participants	FMU
Capacity building on Micro Plan preparation	Provision of facilitators, food during meeting and stationeries	FMU
Training, Coaching and Information Dissemination	Provision of training for VSS members	FMU Team ²
VSS Representative Meeting	Provision of training for VSS leaders	p- NGO through FMU
Demonstration Visit	Provision of training for VSS members	FMU Team
Empowerment of VSSs	Provision of training for VSS members	VSS
Special training for selected VSS members at DMU	Provision of training for VSS members	FMU Team
Community / Tribal Development		
Entry Point Activities	Construction of small-scale village infrastructure development	FMU
Market research	Procurement of specialized market research contractors	NGO / Specialized firms
Technical support (for 2-years by NGO)	Hiring partner NGOs	NGO
Business establishment subsidy	Provision of seed money to SHG to start IGA through NRLM	SHG
Training of SHG	Provision of training for SHG members	NGO or training institutions
Market linkage support	Procurement of specialized market research contractors	Specialized firms or NGO
Promotion of Fuel wood saving devices	Construction of local chulla	FMU for VSS
Forest Management under JFM Mode		
Soil and Moisture Conservation	Construction of water harvesting facilities & check dams	FMU for payment to VSS
Assisted Natural Regeneration with Gap Plantation	Planting and maintenance of plantation	FMU for payment to VSS
Establishment of Decentralized Nursery	Establishment of community nurseries	FMU
Seed money for raising planting stock for selling	Provision of seeding materials for community to raise and sell	FMU
Model farm establishment by Farmers/VSS	Farm forestry model farm construction	FMU
Socio-economic researches	Research on social aspects of JFM, IGA and other project-related activities	Specialist or Organization
Monitoring and Evaluation		
Socio-economic baseline survey	Household survey as a benchmark for impact assessment	Specialized firms
Progress monitoring	Regular monitoring of physical and financial progress	CFPMP Cell
Socio-economic impact assessment	Assessment of economic and social benefit of target population	Specialized firms

For capacity building programmes of VSS, Team Leader will be responsible and he will facilitate the training/exposure programs in coordination with FMU Chief

Annexure II: Annual Calendar of Activities of AmaJangalaYojana Scheme

Sl. No	Activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
A.	P -NGO Engagement, VSS Allocation, Constitution and Revitalisation of VSS, Microplan Preparation, EPA, IGA & LLI (through convergence)												
1	VSS Allocation and Execution of contract between DMU and Partner NGOs												
2	Team Mobilization, Orientation of DMU Staff and P-NGO Team Members												
	I. FMU Team mobilization												
	II. Orientation of DMU Chiefs and P-NGOs at PMU												
	III. Orientation of NGO teams at DMU Level												
	IV.Preparation and submission of Annual Action Plan by P-NGO to DMU												
3	VSS / EDC Constitution/ Reconstitution												
4	Orientation to NGO team on Microplanning at DMU level												
5	Foundation training of VSS/ EDC/ SHG members												
6	Capacity building of VSS members on institution building , forestry interventions etc. (trainings & field demonstrations)												

7	Exploring and implementation of EPA & livelihood programmes through convergence												
8	Identification and Selection of SHGs for IGAs at VSS level												
9	Capacity building of VSS/EDC/SHG members on IGAs												
10	Loan linkages of SHGs through AJY revolving Fund/ convergence												
11	Preparation of Micro Plans												
12	Review meeting of p- NGOs												
	I. Monthly Review meetings at FMU, DMU												
	II Quarterly Review meeting at Circle level												
	III. Half Yearly reviews at CFPMP Cell												
B	Reporting by p- NGOs/ DMUs												
13	I. Monthly Reports by P- NGOs to DMU												
14	II. Quarterly Reports by DMU to PMU												
15	III. Annual Reports by DMU to PMU												
C	Forestry Interventions												
16	Survey & Demarcation of Areas assigned to VSSs including the treatment areas												
17	Subsidiary Silvicultural Operations including Soil & Moisture Conservation measures												

18	Nursery Raising and Site Preparation including silvicultural operations in ANR Plantation areas for next year operations													
19	Pre-planting operations for ANR with gap and Block Plantations including site clearance, pitting for current year plantations etc.													
20	Plantation of current year- Block / ANR with Gap													
21	Post planting operations like weeding, soil working, etc. in Current / Previous Year Plantations													

Index

Current year Activities



Next Year Activities



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
NRLM :	National Rural Livelihood Mission
ANR :	Assisted Natural Regeneration
SHG :	Self Help Group
VSS :	VanaSurakshyaSamiti
EDC :	Eco Development Committee
GPS :	Geographic Positioning System
LS :	Lump Sum
PMU:	Project Management Unit
DMU:	Divisional Management Unit
FMU:	Forest Management Unit
AJY :	AmaJangalaYojana
JFM :	Joint Forest Management
EPA :	Entry point Activities
LLI :	Livelihood Improvement
SMC :	Soil and Moisture Conservations Measures
RDF:	Rehabilitation of Degraded Forests
