



FNGO Management Manual

Nagaland Forest Management Project (NFMP)

FNGOs



Published by

**Project Management Unit (PMU)
Nagaland Forest Management Project**



**CHIEF MINISTER
NAGALAND
KOHIMA
MESSAGE**

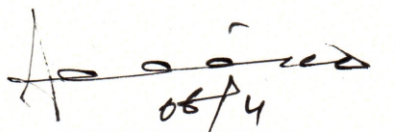
6th April, 2021

I am happy to know that the Nagaland Forest Management Project (NFMP), a Japan International Cooperation Agency (JICA) assisted program under Department of Environment, Forest and Climate Change, Government of Nagaland, is bringing out manuals which will ensure dissemination of knowledge and effective implementation of the project.

I am confident that these Manuals will facilitate proper execution of the project activities in a transparent and participatory manner and help guide all stake-holders, ranging from officials to village communities as well as the field NGOs and SHGs.

The Nagaland Forest Management Project (NFMP) is a process driven and result oriented approach through the use of modern scientific technologies including GIS and MIS for planning, implementation and monitoring of various activities and it is being implemented by the Communities in Villages. The concept of implementation is laudable, and I am sure that this will go a long way in improving forest ecosystems, support income generation through rehabilitation of Jhum areas and enhance the livelihood opportunities.

I wish the Nagaland Forest Management Project a grand success.


(NEIPHIU RIO)

FOREWORD

Nagaland Forest Management Project (NFMP) assisted by Japan International Cooperation Agency (JICA) is being implemented in 11 Forest Divisions of Nagaland. This 10-year project was started in 2017-18. The project aims to improve forest ecosystem and support income generation by rehabilitation of Jhum areas and provision of livelihood support, thereby contributing to sustainable forest and environmental conservation and livelihood improvement in 185 villages in the State. The major project interventions include afforestation, soil and water conservation, biodiversity conservation, eco-tourism development and livelihood promotion activities are being implemented in selected 185 villages.

The project adopts a partnership approach for project implementation demonstrating a Government-NGO-Community participation. The FNGOs working in the state of Nagaland have been engaged under this project to support the activities for community development, forestry and natural resource management. Better outreach of FNGOs and their understanding of the local context, socio-economic structure and prevailing traditions of the region would help in the implementation of the project activities of these institutions.

Active participation of FNGOs in project implementation will provide a better impetus to the State and Forest Department in achieving the objective of the NFMP. This management manual will help the partner NGOs to better comprehend their role and ensure better performance of the project.

(Dharmendra Prakash)
PCCF & HOFF
Chief Project Director and CEO

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Abbreviation

CB	Capacity Building
CCA	Community Conservation Area
DAC	District Advisory Committee
DFO	Divisional Forest Officer
DMU	Divisional Management Unit
EC	Executive Committee
EPA	Entry Point Activity
FMU	Field Management Unit
FNGO	Facilitating Non-Government Organization
GB	Governing Body/ General Body
GIS	Geographical Information System
GPS	Global Positioning System
HOFF	Head of Forest Force
HPC	High Power Committee
HR	Human Resource
IGA	Income Generating Activity
JAF	Jhum Agro Forestry
JCC	Jhum Conservation to CCA
JCF	Jhum Conservation to Forestry
JFF	Jhum Fallow Forestry
JFM	Joint Forest Management
JFMC	Joint Forest Management Committee
JICA	Japan International Cooperation Agency
M&E	Monitoring & Evaluation
MIS	Management Information System
NABARD	National Rural Bank for Agriculture Development
NFMP	Nagaland Forest Management Project
NRLM	National Rural Livelihood Mission
PCCF	Principal Chief Conservator of Forest
PEC	Protection and Expansion of CCA
PMC	Project Management Consultant
PMU	Project Management Unit
RP	Resource Person
SHG	Self Help Group
TNA	Training Need Assessment
ToR	Terms of Reference
TOT	Training of Trainer
VC	Village Council

1. Purpose of the Facilitating Non-Government Organization (FNGO) Management Manual

The aim of having the FNGO Management Manual is to guide and assist the personnel of the FNGO and FNGO leader/ representative in smooth and effective implementation of the NFMP interventions in the assigned forest division, range and village. This manual provides a step by step guidance on how the FNGO will function within the overall implementation framework of NFMP and its management and functional reporting mechanism. This manual will serve as a reference document to all the staff of FNGO and FNGO head during implementation of various project components/ interventions. The specific objectives of this Manual are as follows:

- a. Help FNGO staff and representative and project staff of NFMP to develop their understanding on functioning of FNGO with respect to the implementation of the project components under NFMP.
- b. Provide step by step guidance to work effectively in a partnership mode with DMU, FMU and JFMCs.
- c. Provide the role, responsibilities, entitlements, management and financial reporting requirements for FNGOs and its staff.

This management manual is indicative only and based on changing requirements of NFMP the scope of the management manual will be updated in time to time basis.

1.1. Need for FNGO under NFMP

NFMP adopts a participatory approach for implementation of the project components and interventions in partnership with the Joint Forest Management Committees (JFMC) at the village level. While the State Forest Department of Nagaland will provide all technical, financial and managerial support to the JFMC for implementation of the project components, FNGO will play an important role in working closely with the communities, FMU and DMU for bringing stability and improvement in the livelihoods of the forest dependent communities and community development activities in project villages. Under the Nagaland Forest Management Project (NFMP), FNGOs have been contracted at division level to deploy technical staff and field functionaries to assist the DMU and FMU in better implementation of the project. The main purpose of collaborating with FNGOs is to ensure that the community and their institutions such as JFMC, SHG, CIG, UG etc. gets timely and adequate handholding support for effective project implementation.

FNGO shall engage field level functionaries, having experience of working with the local community for the purposes of preparation of micro planning, SHG formation/ strengthening, management of Income Generating Activities, Convergence with different Government schemes, organizing various training programs and providing handholding support to the community.

1.2. Users of the Manual

This manual will be used by the personnel who are associated with the FNGO under NFMP and the project staff at DMU and FMU level for managing the partnership contract and obligation with the FNGO.

- a. Staff members of the FNGO
- b. FNGO Head
- c. Project Staff at PMU, DMU and FMU level

2. About NFMP

Nagaland's social and cultural traditions have historically been linked to their forests and land resources. Nagaland is known for its tribes with their rich culture and traditions. The governance system among different tribes is varied and diverse. The life of all tribesmen residing in the villages revolves around their natural resources, the forests and the land they inhabit. The dependence and culture are inter-linked with the environment and the ecology.

Nagaland Forest Management Project (NFMP) has been started with the assistance from Japan International Cooperation Agency (JICA) since 2017 covering 11 forest divisions and 22 range/ beat in the state. The main objective of the Project is to improve forest ecosystem and support income generation by rehabilitation of Jhum areas and provision of livelihood support, thereby contributing to sustainable forest and environmental conservation and livelihood improvement in the target villages in the State. The Project will be implemented in the context of the rich and endemic biodiversity of the state, the rich social and cultural traditions linked to forests and land resources and the emerging threats of climate induced vulnerabilities on forests and livelihood of forest dependent communities.

2.1. Project Objectives and Outcomes

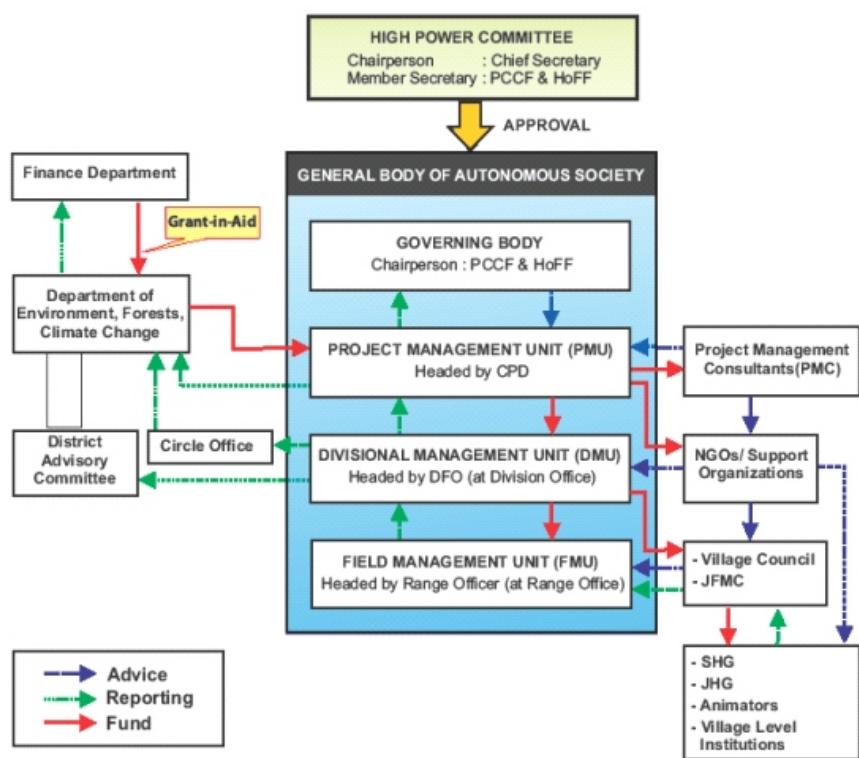
Project Objectives	Key Outcomes
Strengthening Conservation Regime through Community Participation	<ul style="list-style-type: none">* Expand area under tree cover;* Increase tree density;* Conserve (and augment) the biodiversity of the state
Livelihood Opportunities for Enhance Household Incomes Through Convergence	<ul style="list-style-type: none">* Promote and strengthen livelihood opportunities for enhancing household incomes* Establishing active synergy and complementarily with other government and non-government programs* Aid food security and reduce vulnerability to climate change while reducing pressure on natural resources

Project Objectives	Key Outcomes
Institutional Strengthening	<ul style="list-style-type: none"> • Extension and strengthening of infrastructure at State, Division and Range levels • Develop, build and strengthen existing community and institutional capacities to plan, implement, monitor and report

2.2. Project Components and Sub Components

Sl. No.	Component	Sub Component
1.	Forestry Interventions and Biodiversity Conservation Through Community Participation	1.1. Forestry Interventions in Village Land 1.2. Monitoring & Evaluation 1.3. Strengthening GIS setup 1.4. Resource Organisation on Jhum and Biodiversity of the state 1.5 Website Establishment 1.6. Publicity and Communication 1.7. Pilot on climate change adaptation
2.	Livelihood Improvement and Community Development in 185 Project villages, average 3 SHG per village	2.1. Community Organising 2.2. Micro Plan Preparation and revisiting 2.3. Strengthening JFMCs 2.4. Community Development Activities 2.5. Support for Income Generation Activities (IGA) 2.6. Community Based Eco Awareness 2.7. NGO Support Team Deployment
3.	Institutional Strengthening	3.1. Strengthening of PMU 3.2. Strengthening of 11 DMUs 3.3. Strengthening of 22 FMUs
4.	Project Management Consultants	4.1. International Consultant 4.2. National Consultant

2.3. Project Management Structure and Target Beneficiaries



NFMP adopts a participatory approach for implementation and the project activities are implemented through the JFMCs in the project villages. All the households in the project village shall be mobilized to become the member of the JFMC. The JFMC members shall be directly benefited from the project interventions. In addition, SHG members from the project villages will also be benefited from the project activities particularly from the livelihood enhancement component.

The role of FNGO as a support organization under NFMP is critical in successful project implementation. The FNGOs will work closely with the communities and its institutions viz. JFMC, SHG etc. to enable them to take over the project implementation responsibilities. In addition, the FNGOs will work closely with the DMU and FMU to provide technical assistance in capacity building and training, documentation, monitoring etc. The position of the FNGO in the overall implementation structure of the NFMP is highlighted in the above organogram in red colored dotted line.

3. Contractual Obligation of FNGO

The PMU will execute the contract with the FNGO for a period of 2 years initially and the FNGO shall operate under the overall supervision of the DMU head. However, the total duration of the contract with FNGO will be extended up to 7 years based on their performance. In case the performance of the FNGO is not at a desired level, the PMU may take necessary steps which includes the discontinuation of the contract and recovery of funds released to the FNGO.

As part of the contract the FNGO shall ensure the following contractual obligations to NFMP represented by DMU Head.

- a. Recruitment and appointment of requisite staff for project implementation
- b. Adaptation of effective financial and fiduciary management practices
- c. Adaptation of requisite reporting requirements by project
- d. Establishing an effective partnership model with mutual agreement and consent
- e. Demonstrating professional attribute in delivering the services

Any conflicts arising during the contract duration of the FNGO with the PMU, NFMP in terms of adhering to the contractual obligations and in implementation of the NFMP interventions, the decision of the Principal Chief Conservator of Forest and Head of Forest Force (PCCF & HOFF) shall be binding upon both FNGO and PMU, NFMP.

3.1. Assignment of the Project Area

Each FNGO will be assigned one forest division or multiple forest divisions based on their selection and willingness to operate in more than one forest division. However, each forest division will be treated as a separate unit of operation. In case of any FNGO selected for multiple divisions, separate contract and requisite contract management procedure and contract obligations by FNGOs shall be made to the respective forest divisions. Under each forest division, the FNGO will work with multiple FMUs and multiple JFMCs, which will be included in a phased manner. The detailed description of the forest divisions, FMUs and number of JFMCs are given in the following table:

Sl. No.	Name of DMU	Number of FMU	Name of the FMU	No. Of JFMCs
1.	Mon	2	Mon Range	10
			Naginimora Range	9
2.	Zunheboto	2	Atoizu Beat	10
			Pughoboto Range	10
3.	Kiphire	1	Kiphire Range	18
4.	Peren	2	Tening Range	7
			Peren Range	6
5.	Wokha	2	Wokha Range	9
			Doyang Beat	11
6.	Dimapur	2	Piphema Beat	3
			Medziphema Beat	4
7.	Longleng	2	Longleng Range	5
			Sitap Range	4
8.	Phek	2	Pfutsero Range	8
			Meluri Range	12
9.	Tuensang	3	Tuensang Range	11
			Longkhim Range	7
			Noklak Range	7

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10.	Mokokchung	2	Chantongya Range	7
			Mokokchung Range	11
11.	Kohima	2	Chiephobozou Range	7
			Tseminyu Range	10

3.2. FNGO Team Composition

The FNGOs shall engage professional staff having adequate experience and expertise in the areas of project management, community mobilization, livelihood & IGA promotion, MIS etc. at the DMU and FMU level initially for the duration of 2 years. Based on successful completion of the initial contract duration and performance of the FNGOs, the contract will be subsequently renewed on yearly basis until the completion of the project or as the PMU decides based on the requirement of the support of FNGO in the project. However, the PMU reserves the rights to remove/ disqualify any of the FNGO team members positioned at DMU and FMU level in case of any unlawful, fraudulent or misconduct is reported during the course of delivery of their duties. The FNGO Head shall also be liable for disqualification in case of such incidents reported.

The FNGO team at the DMU level shall comprise of the following professional staff:

- Team Leader
- Field Coordinator (livelihoods & IGA)
- Computer Operator

Similarly, at the FMU level the FNGO team shall consist of the following professional staff:

- Supervisors (multiple positions based on the number of project villages under active implementation)
- Community Mobilisers (multiple positions based on the number of project villages under active implementation.)

At FMU level, each community mobiliser shall be allotted 3 to 4 villages/ JFMC along with 12 to 15 SHGs to manage. The FNGO shall make efforts to engage at least 50% of women staff preferably at the field level. The DMU wise allocation of FNGO team is given in the table below. However, the number of positions for supervisor and community mobiliser are indicative only and may be modified based on the villages with active implementation.

Sl. No.	Division/ District	Team Leader	Field Coordinator – Livelihood & IGA	Computer Operator	Supervisor	Community Mobiliser
1	Mon	1	1	1	2	6
2	Zunheboto	1	1	1	2	6
3	Kiphire	1	1	1	1	6
4	Peren	1	1	1	2	4
5	Wokha	1	1	1	2	6
6	Dimapur	1	1	1	2	2
7	Longleng	1	1	1	2	3
8	Phek	1	1	1	2	7
9	Tuensang	1	1	1	3	7
10	Mokokchung	1	1	1	2	5
11	Kohima	1	1	1	2	5

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Based on the project implementation experience, the PMU will take decisions for modifying or altering the proposed positions and number of positions above without mentioning any reasons thereof. The terms of reference of the above positions are at Annexure A.

For operational purposes, the FNGO shall follow the Government of Nagaland Calendar and the holidays as mentioned in the Government of Nagaland Calendar shall be followed by the FNGO. The staff of the FNGO at DMU and FMU level shall also be entitled for 1 day of casual leave per month.

4. Scope of work for FNGO

The FNGOs will be responsible for community mobilisation, facilitation of micro planning processes, convergence with other schemes and projects, providing guidance in income generating activities, management of revolving funds to be provided to SHGs and carry out technical trainings for JFMCs and SHGs to build their capacity in implementing the project activities. FNGOs will also assist in organizing exposure visits for JFMCs and SHGs. FNGOs will also undertake the capacity building training for animators engaged by the JFMC to work as community level resource person.

4.1. Preliminary tasks for the FNGO

After signing of the contract between FNGO and PMU, the FNGO shall initiate the following activities.

4.1.1. Engagement and deployment of FNGO Team at DMU and FMU level

The FNGO shall engage and deploy the proposed staff members within fifteen days from the signing of the contract with PMU as per the staff details given in section 3.3 above. The PMU will organize an orientation training for the FNGO staff on their deployment. In addition, the FNGO staff shall go through the following manuals, guidelines and documents prepared by the PMU and get familiarized with the rules and regulations of NFMP implementation.

- a. Project Operational Manual
- b. Micro-plan Manual
- c. JFMC Manual
- d. Guidelines for EPA
- e. Selection of Animator
- f. Operational Guideline for promotion of SHG and IGA

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- a. Operational guideline/ manual for forestry and biodiversity models
- b. JFMC Nursery Manual
- c. Project Website, MIS Application and GIS Mobile App

The list of above manuals/ guidelines is indicative only and additional manuals/ guidelines may be included as the project implementation progresses. In addition, these manuals/ guidelines will be revised and updated by the PMU in regular intervals as per the need.

4.1.2. Community Development and Entry Point Activity

Community Development process is a major intervention under NFMP and FNGO will undertake community development activities by organizing the community mobilization camps, awareness campaigns, door to door visit etc. to develop relationship with the community and also initiate the community institution building process in the project villages. The community development intervention under NFMP includes:

- a. Building a better rapport with the community members
- b. Undertaking frequent visits and night halts in the villages and liaison with the village leaders, Village Council Members, Youth Group Leaders, Women Leaders and other government functionaries (viz. teacher, health worker, ANM, Aanganwadi Worker etc.) working in the village.
- c. Identify eligible youths in the village to promote him/ her as Village Animator.
- d. Formation of JFMC at the village level
- e. Identification and strengthening of Self-Help Groups (SHG)
- f. Assist JFMC members to identify an appropriate Entry Point Activity (EPA)
- g. Water Harvesting Structure (WHS) installation

The FNGOs shall refer the JFMC manual, Entry Point Activity manual, Micro Planning manual and village animator selection manual for further understanding on community development processes.

4.1.3. Selection and Formation of Core Group

During the process of rapport building, the FNGO staff shall also look for 5 to 7 members particularly who are from forest dependent families and representing all the social class and khels of the village to promote and organize core group. The Core Group members should have the following characteristics:

- a. Every member should have at least basic education
- b. Each member should have knowledge and understanding of the developmental activities
- c. Each member should have the ability to lead forest dependent families
- d. They should be representatives of all the sections of the society including all the social class, khels, gender, etc.

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The core group will assist the FMU and FNGO for formation of the JFMC and preparing its byelaws and their organizational policies. In addition, FNGO staff and Animator shall extend full support to FMU in the formation of the Farmers' Group.

In addition to this, the FNGO will orient the core group for preparation of micro planning for the JFMC. The FNGO will support this core group for collection of household data and undertaking PRA exercises in the village.

4.1.4. Formation of JFMC

Formation of the JFMC is primarily to be facilitated by Field Management Units (FMU) with the assistance of FNGO. The FMU shall initiate the formation of the JFMC through the Village Council (VC) by organizing several village meetings, where members from all the households of the village shall remain present. The FNGO staff along with the core group members shall jointly mobilize community members for these village meetings, where the members of the Field Management Unit (FMU) will explain the following aspects about the JFMC and project:

- a. The purpose of Joint Forest Management, its guidelines, programmes, practices, benefits and responsibilities
- b. Structure and Functions of the JFMC
- c. Duties and responsibilities of JFMC members, its Executive Committee and Office Bearers
- d. The objectives, strategies, interventions, outputs and expected outcomes of the NFMP

Role of FNGO in formation of the JFMC:

- ✓ Visit each household in the village and inform about the JFMC formation, scheduled date of meeting and ensure participation of members from each household in the village
- ✓ Assist the FMU in facilitating first general body meeting of the JFMC and formation of the Executive Committee
- ✓ Assist the FMU in filling the membership form, collection of membership fees from the JFMC members
- ✓ Assist the JFMC Executive Committee Members to record the proceedings of the first general body meeting
- ✓ Assist the FMU and JFMC in preparing the documents and records to be maintained at the JFMC level
- ✓ Facilitate the resolution of conflicts between the JFMC members or with any other village level organisations
- ✓ Work as a link between the village community, JFMC and FMU to provide professional service in facilitating the implementation of the project work

4.1.5. Identification and strengthening of Self-Help Groups and Promotion of Income Generation Activities (IGA)

Implementation of Livelihood Enhancement Component under NFMP will be made through the Self-Help Groups (SHG). Based on the implementation of NERLP and NSRLM project in

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Nagaland, it is assumed that there are SHGs pre-existing in the NFMP project villages, which are well nurtured and capacitated under these projects. However, the NFMP will also support selected SHGs whose members are forest dependent and willing to take up income generating activities. The FNGO shall assist the FMU and JFMC in identifying the SHGs in the project village to be supported under NFMP for IGA. In addition, the FNGO shall also identify the poorest households who are currently not included in any of the SHG and ensure their inclusion under existing SHG or organized into new SHGs. The FNGO shall also assist the JFMC and SHGs in management of the revolving fund and challenge fund for IGA interventions.

Income generation activities shall be identified at the micro planning stage and shall not be restricted to only forest related activities; however any potential IGA (viz. farm, off-farm non-farm etc.) shall be encouraged. The FNGO shall be required to provide inputs with regard to the market potential of various goods produced through such IGAs for proper analysis of their incorporation in the Micro-Plan.

Responsibility of FNGO for SHG promotion and operationalization of Revolving Fund, Challenge Fund and SHG-Bank Linkage

- ✓ Identification of existing SHGs promoted by NERLP/ NSRLM or any other project/ NGO
- ✓ Map the existing households of the project village with the existing SHGs and identify the households who are not included under any SHG
- ✓ Organise meetings with the households out of the SHG fold and mobilise them to become part of any existing SHG or organise a new SHG
- ✓ Undertake the gradation of the SHGs based on the NABARD/ NSRLM guideline to assess the capacity of the SHGs to take up IGA
- ✓ Assist the JFMC to manage the revolving fund and challenge fund to approve and disburse to the SHGs for IGA
- ✓ Follow up with the SHGs for organising their monthly meeting, book keeping, internal lending, loan repayment, bank linkage etc.
- ✓ Assist JFMC and FMU to shortlist 3 SHGs who will be supported under NFMP for taking up IGA activities
- ✓ Provide handholding support and organise training programmes for the SHGs
- ✓ Facilitate preparation of business plan, value addition, processing and marketing of SHG produces

4.1.6. Initiate the preparation of Village Micro-plan:

The Micro-Plan shall be prepared by JFMC members with the support of FNGO and FMU staff. The FNGO shall also coordinate with local line departments officials to explore the possibilities of inter-sectoral convergence while preparing the micro plan. FNGO shall sensitize the JFMC members thoroughly on the micro-planning processes, methodologies, data collection methods etc. and make them realize the need and importance of micro-planning. The FNGO shall engage with the JFMC members, Women Self Help Groups, Village Animator, etc. and explain them

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regarding schedule of the micro planning in the village adequately before commencing the micro-planning processes. JFMC shall prepare the micro-plan which is the village perspective plan for 5 years. The micro-plan will be revisited in the 4th year to accommodate the changes as per the situation.

Responsibility of FNGO in Micro Plan Preparation

- ✓ Sensitize the JFMC on micro-planning processes and to take active part in designing the micro-plan
- ✓ Collect secondary data and information about the village, its forest & other natural resources, cultural and traditional practices, livelihood practices etc. for the preparation of micro-plan
- ✓ Collect household socio-economic data from the project village for preparing the base line report of the village
- ✓ FNGO shall ensure the participation of all the JFMC members during Participatory Rural Appraisal (PRA) exercise in the project village and document the finding for inclusion in the micro plan
- ✓ Assist the FMU in tabulation and analysis of household and PRA data to be included in the micro plan
- ✓ Assist FMU to prepare five copies of micro plan booklet and put up for approval of JFMC at the Executive Committee Meeting
- ✓ Assist the FMU and JFMC for preparation of Annual Plan at JFMC level
- ✓ The FNGO shall ensure that the activities proposed under the micro plan shall include all sections of the community and no one is left out from the project benefits. The responsibility of the FNGO is to ensure both equity and equality of the community members

During the micro planning process, the FNGO team shall also assist in executing the GIS survey work for identification of treatment area for plantation under different forestry models under NFMP. In addition, FNGO shall also facilitate the nursery management work and other miscellaneous works that are required for the purpose of mapping of intervention area and worksites. The FNGO team shall also conduct GIS survey work for monitoring and evaluation purpose with the help of GPS devices and mobile application developed under NFMP. For conducting the GIS survey work, orientation training will be provided to FNGO team for better understanding of the technology and different applications to be used for project monitoring and evaluation.

4.1.7. Capacity Building of community organisations

Capacity Building and Training for community organization viz. JFMC, SHG etc. shall be taken up by FMU and FNGOs jointly. Various training programs are identified for different components of the project, based on the Training Need Assessment (TNA) conducted for JFMC and SHG members. The FNGO shall use the training modules developed by the PMU for conducting training for the JFMC and SHG members. The FNGO shall refer to the capacity building strategy for preparation of annual training plan and get it approved from the DMU. All the trainings shall be conducted as per the approved training plan by the DMU.

Responsibilities of FNGO for undertaking capacity building and training programmes under NFMP

- ✓ Based on the TNA Report and Capacity Building Strategy for the primary stake holders prepare the training calendar with due approval of concerned DMU
- ✓ Identify the potential trainees among the primary stakeholders
- ✓ Organise training programmes as per the approved training calendar for the selected primary stakeholders
- ✓ Ensure timely completion of the training programmes
- ✓ Take feedback on each training programme conducted and documenting the impact of the training programmes

4.1.8. Monitoring & Evaluation

For effective supervision and monitoring of the project implementation progress, FNGO shall assist the DMU and FMU in collecting monitoring and evaluation data and facilitate the JFMC to conduct the social audit in the village. For undertaking M&E activities under NFMP the FNGO shall ensure the following:

- a. Facilitate and ensure proper documentation, accounting and record keeping at the JFMC level through the Community Mobilizers.
- b. The FNGO Head shall make at least 5 days of field visit in a month to ensure that the field operations are ongoing as per the plan.
- c. The DMU level FNGO staff i.e Team Leader and Field Coordinator Livelihood and IGA shall make field visits for at least 15 days in a month
- d. The FMU level FNGO staff i.e. Supervisors ensure field visits by Community Mobilizers and shall make field visits at least 18 days in a month.
- e. Facilitate the JFMC and SHGs for preparing their monthly reports and submitting to the FMU in time.
- f. Consolidate the monthly reports from the JFMCs and submitting to the DMU in time.
- g. Ensure process-monitoring activities at regular intervals to establish proper processes for implementation of the activities.
- h. Attend review meetings conducted by the DMU and PMU as and when required.
- i. Provide data and information required for the monitoring and evaluation of the programme activities to the NFMP whenever required.
- j. Ensure proper implementation of the computerized MIS system adopted under the programme.
- k. Render necessary support during the Baseline, Mid Term and Impact assessment of the project.
- l. Assist the FMU during the Review Mission visits as and when required.

5. Reporting Obligations by FNGO

The FNGO's staff shall carry out their duties in close coordination with the DMU and FMU on a day-to-day basis. Team Leader at DMU level shall work closely with the DMU Head along with the project staff at the DMU level. She/ he will apprise the DMU Team about various developments and submit timely reports to the DMU. He/ She while leaving (H.Q of the DMU) will get his/ her tour programme approved from DMU Head in advance.

FNGO shall seek technical guidance from the DMU, and Project Management Consultants (PMC) in respect of any clarification required on the ToR as well as the approach to be followed for Project implementation. The deliverables of the FNGO shall be discussed with the DMU/ FMU officers and also the PMC and will be considered as final after obtaining approval from DMU.

The FNGOs shall assist the DMU/ FMU in preparing monthly/ quarterly/ annual reports and follow up on the recommendations. In case any of the outputs/ deliverables of FNGO are not accepted; it shall be first discussed between DMU/ FMU, PMC and the FNGO. In such an eventuality, the FNGO shall contribute whatever additional time is necessary to produce the outputs/ deliverables as required by the Project. Additional remuneration for reworking of deliverables shall not be considered.

All reports compiled or prepared by the FNGO, while performing the duties shall be the property of the NFMP. The FNGO shall not use the same for any other purposes not related to the Project or for the benefit of any third parties without prior written approval of PMU, NFMP. The following reports would be mandatory for different positions at the FNGO level. However, this will be regularly reviewed and any additional reporting requirements if arises will be communicated time to time.

Sl. No.	Types of DMU Report	Description	Responsibility	Reference (Annexure B)
1.	FNGO Summary Report	Status of Human Resource Deployment for the month and expenditures incurred	FNGO Head and Team Leader	Format 1.0
2.	Monthly Progress Report	FMU wise activities progress report against target	Team Leader	Format 2.0
3.	Activity Report	Monthly Planning and Daily activity report of FNGO staff positioned at the DMU level	Supervisor Field Coordinator (Livelihoods & IGA), Computer Operator	Format 3.1
4.	Daily work Log	Monthly Planning and Daily work log of field staff positioned At FMU level	Supervisor Community Mobiliser	Format 3.2

Sl. No.	Types of DMU Report	Description	Responsibility	Reference (Annexure B)
5.	Narrative Report	Qualitative Planning and Daily performance on various Indicators	Team Leader	Format 4.0

5.1. FNGO Monthly Progress Report

- Team Leader of the concerned FNGO shall prepare an MPR and submit it to DMU Head on 5th of every month and upload a copy of the report in the MIS.
- The MPR will include a summary sheet of the activities undertaken during the month and planned during the next month, daily logs of DMU and FMU level FNGO staff for the assigned division, MPR from the MIS (when it becomes functional), a narrative report, photographs and case studies.

5.2. Monthly Planning and Review Meeting

- Monthly Planning and Review meeting will be conducted by the DMU Head by 10th of every month. The DMU Head may fix any particular date for such monthly meetings which shall be a standard practice.
- The meeting will be chaired by DMU Head and in his/ her absence; it will be chaired by ADMU Head.
- In the meeting all the DMU level staff and Supervisors at the FMU from FNGO should attend the meeting. All the FMU Head and other project staff at the DMU level shall also be present in the meeting.
- The progress in the previous month compiled in FNGO MPR submitted to DMU Head by Team Leader of the concerned FNGO will be reviewed in this meeting DMU Head. Any deviations from the previous month's plan shall be reviewed and issues, challenges and achievements shall also be discussed in the meeting. Based on the discussion and deviation in the previous month's plan, next month's work shall be planned for the FNGO.
- DMU Head may also consider reviewing FMUs' monthly plans in this meeting and plan for next month. This will help in better coordination with activities conducted by FNGOs.

5.3. Approval of monthly report by DMU Head

- DMU Head will review the MPR submitted by FNGO and provide comments, if any, within ten days of submission of the report. The report with comments will be uploaded by FNGOs on the MIS.
- Comments from the DMU Head will have to be addressed in the MPR by FNGO and the MPR re-submitted to DMU Head within 4 days from the receipt of comments from DMU Head. A copy of the report will also be uploaded in the MIS.
- DMU Head will approve the report within one week of its re-submission i.e. within 21 days of its first submission by FNGO. In case the MPR is not approved within 21 days of its first submission by FNGO, it will be considered as approved by the PMU.

5.4. Fortnightly Review at FNGO level

- a. A fortnightly meeting on every alternate Friday (or next working day if there is a Holiday) is to be conducted by the Team Leader in which all the Supervisors and Community Mobilisers shall be present.
- b. The FMU Head may also be present in this meeting and review the progress achieved and planning for the next fortnight in their FMU.
- c. The agenda of the meeting shall be to review the progress in the fortnight and plan for the next fortnight
- d. It is expected that the MPR will be a compilation of the progress achieved each fortnight

5.5. Annual Performance Evaluation of FNGO

The PMU will conduct the annual performance evaluation of the FNGOs. Initial feedback from the FMU and DMU will be obtained by the PMU on the assessment format. Based on the feedback given by the FMU and DMU, the PMU will make their assessment and accordingly recommend for the renewal of the FNGO contract. If required the PMU may make field visits to sample project villages to assess the performance of the FNGOs. The annual performance evaluation format is given at Annexure C.

5.6. Payment to FNGOs

The PMU shall release the payment to the FNGOs under following heads:

- a. Remuneration to the staff positioned at DMU and FMU level.
- b. Travel Cost of the staff positioned at the DMU and FMU level @ 20% of the total remuneration.
- c. Admin and Management Cost to NGO @ 10% of the total cost of remuneration and travel. This includes the cost of office rent, stationery and other contingency expenditures to be incurred by the FNGO.
- d. One time financial assistance for setting up of FNGO office at DMU and FMU level.

The FNGO shall submit a bank guarantee equivalent to 3 months of payable (lumpsum) amount by PMU during the signing of the contract. The PMU shall release 3 months advance to FNGO against the bank guarantee. The FNGO will submit monthly expenditure statements against the advances and at the end of 3 months, the PMU further releases advance for another 3 months. This cycle should continue to ensure that the salary and travel cost of FNGO staff are not affected.

Annexure A: Terms of Reference of the professional staff to be deployed by the NGO

Position	Role & Responsibilities	Qualification & Experience
Team Leader (at the DMU Level)	<ol style="list-style-type: none"> 1. To prepare monthly work plan of Community Mobilizers for Assigned tasks for the purposes of JFMC, SHG formations/ Adoption, capacityng and IGAs in close coordination with DMU / FMU 2. To participate in capacity building programs organized by PMU/ DMU and resource organization for orientation skill up-gradation And expertise 3. Assistance in preparation of micro plan at village level along with Calendar of activities 4. Assistance in coverage with other on-going development Programs at village level 5. To identify the training needs of the SHGs and organize training Programs and exposure visits 6. To guide SHGs in all the activities from identification of potential Activities, development of business models and micro financing 7. To mobilize subject matter sepcialists as per requirement of SHGs 8. To facilitate linkages between SHGs and market, financial Institutions and other schemes/programs to mobilize resources Based on convergence 9. To facilitate development of enterprises and setting up of cluster Level enterprising 10. To prepare monthly and quarterly reports to DMU and attend Annual review meetings 11. Any other work/assignment given by project 	<p>Qualification: Post Graduate in social science/ management or any other relevant subject.</p> <p>Experience: 6 years of professional experience in working in community development projects focused on forestry, livelihood, institutional development etc. Preferably in any NGO, government or externally aided projects.</p>
Field Coordinator-Livelihood & IGA	<ol style="list-style-type: none"> 1. Assist Assistant DMU Head/DMU Head in annual plan and implementation 	Qualification: Post Graduate in social science/ management/

(At the DMU Level)	<ol style="list-style-type: none"> 2. Guide and implement livelihood and NTFP interventions, small Business/ enterprise plan, promote SHGs for small business/ Enterprise, cluster promotion and inter sectoral convergence. 3. Assist Assistant DMU Head/ DMU Head in value chain and Market analysis, rural financing support, cluster development and Extend support to leverage funds for the SHG business plan 4. Assist Assistant DMU Head/ DMU Headin progress monitoring & Reporting, capacity building of personnelin FMUs and other Stakeholders including member of JFMC and SHGs 5. To prepare monthly and Quarterly reports to Team and attend Annual review meetings 6. Any other work/ assignment given by project 	<p>MSW or any other relevant subject</p> <p>Experience: 5 years of professional experience in working in community development projects. Previous experience of working with women SHGs, Livelihood promotion, promoting income generating activities, micro credit, and market linkage will be Preferred.</p>
Computer Operator (At the DMU Level)	<ol style="list-style-type: none"> 1. Assist Assistant Team Leader and Field Coordinators in compiling the annual plan. 2. Facilitate timely collection and compilation of the MIS/ GIS Data From the JFMCs and FMUs for progress monitoring 3. Assist the collection of data for baseline, midline and endline Evaluation and complication of the data 4. Facilitate the survey and demarcation of assigned treatment area Through the FMU staff responsible for respective JFMC 5. Ensure proper documentation and communication at FMU and DMU level 6. Coordinate with FMUs and DMU level staff and other stakeholder And their capacity building 7. To compile the monthly and quarterly report to the Team Leader 8. Any other work/ assignment given by project 	<p>Education: 10+2 with diploma In computer application. Higher qualification will be given preference</p> <p>Experience: 2 years' experience in managing data, MS Office application software like word, excel, power point, exposure in using web/ mobile based application</p>
Supervisor	1. Supervise on of the activities and duties assigned to the Community	Education: Graduate in Social

(At the FMU Level)	<p>Mobilizers e.g. Ground level mobilization of community to ensure Participation under the project, facilitation of interaction between The villagers and project officials etc.</p> <ol style="list-style-type: none"> 2. Conducting Participatory rural appraisal, short listing of income Generating activities for self-help groups such as horticulture, Handicrafts and such other activities as per SHG requirements 3. Conduct regular training programs for JFMCs, SHGs and other IGA groups 4. Coordinate with JFMC and SHGs in devising their training needs 5. Coordinate with Field Coordinator (Livelihood & IGA) at DMU Level to provide technical support in developing market strategies For different products 6. Ensure effective project implementation at village level 7. Carry out any other instructions as directed by the Project related to The project implementation 8. To compile the monthly and quarterly reports obtained from the Community Mobilizers and submit the compiled report to the Team Leadre at the DMU level. 	<p>Sciences/ Economics/ Anthropology or any other Relevant subject Experience: 5 years of experience in working at community/ village level and exposure to community development projects should have good working knowledge in computers (MS Office)</p>
Community Mobilizers (For 3 to 4 villages/ JFMC at FMU Level)	<ol style="list-style-type: none"> 1. Mobilize JFMCs for project implementation, to achieve Project objectives 2. Guide JFMCs in selection of EPAs and preparation of micro-plans 3. Capacity building of animators as per requirements of the Project 4. Formation of new SHGs or adoption of existing SHGs 5. Support SHGs in identification of potential IGAs and developing Business models with support from market specialists polaced at DMU level 6. To assist in JFMCs/SHGs in record keeping and organise meeting 7. Convergence with other Government Schemes in augmenting Livelihood options for the community. 	<p>Education: 10+2: Higher qualification will be given preference Experience: 2 years of experience at the community/ village level in implementing community managed projects</p>

	<p>8. Record of the progress of the field level Project activities as per Requirements of the Project</p> <p>9. Organise various training programs and exposure visits at JFMC/SHG level.</p> <p>10. To prepare monthly reports compiled from the data collected from The JFMCs and submit it to Supervisor.</p> <p>11. Attend regular review meetings conducted by the FMU or DMU</p> <p>12. Any other work/ assignment given by project.</p>	
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Format 1.0: Summary Report of FNGO

Title of the project:	Nagaland Forest Management Project (NFMP)
Project Reporting Period/ Month:	
Name of the FNGO:	
Project Division:	
Total outlay for the reporting month:	
Expenditure incurred for the reporting month:	
Justification (if any) for unspent balance:	
Overall Management/ collaboration innovations and challenges (in bullet points)	

Human Resources Deployment status for the month

S. No.	Name	Designation	No. of working days of the month	No. of days worked	No. of field visit days
2		Team Leader			
3		Livelihood Coordinator			
4		Computer Operator			
5		Supervisor 1			
6		Supervisor 2			
7		Community Mobiliser			
8		Community Mobiliser			
9		Community Mobiliser			
10		Community Mobiliser			

Staff Transition during the Month

Position	Staff left during the month	Staff joined during the month	Reasons for staff transition
Team Leader			
Livelihood Coordinator			
Computer Operator			
Supervisor			
Community Mobiliser			

Format 2.0: Monthly Progress Report

S. No.	Theme	Activity	Units	FMU 1 <Name>			FMU 2 <Name>			Remarks
				Planned in <previous month>	Achieved in <previous month>	Planned to <next month>	Planned in <previous month>	Achieved in <previous month>	Planned to <next month>	
1.	JFMC									
1.1		Meetings with JFMC								
1.2		Field work for Micro plan preparation								
1.3		Preparation of Micro plans								
1.3.a		Batch 1								
1.3.b		Batch 2								
1.3.c		Batch 3								
1.3.d		Batch 4								
1.4		Review of Micro plans –								
		Batch 1								
1.4.a		Batch 2								
1.4.b		Batch 3								
1.4.c		Batch 4								
2	SHG									
2.1		SHGs formed/ reorganized								
2.2		SHGs supported with RF								
2.3		SHGs supported with CF								
2.4		SHGs with bank linkages								
2.5		Meetings with SHGs								
2.6		Preparation of								

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Format 3.1: Monthly Planning and Activity Report for DMU level FNGO Functionaries

Name of the DMU:

Name of the FNGO:

Name of the FNGO Staff:

Position of the FNGO Staff: Team Leader/ Livelihood Coordinator

Reporting Month:

[illegible]

Narrative Reports/ Qualitative Feedback (if any):

Submitted By:

(Signature)

Verified and Approved By:

(DMU Head)

Reporting Month:

[illegible]

(Signature)

(Supervisor/ FMU Head¹)

(FMU Head)

¹For Supervisor, the verification and approval shall be done by the FMU Head. For Community Mobiliser, the verification will be done by the Supervisor and approval will be done by the FMU Head.

Format 4.0: Narrative Report

Challenges in and achievements due to protection, plantation and maintenance of area under JAF, JFF, JFC, CCA (e.g. improvement on plantation, community conservation, soil & moisture conservation etc.
Please mention any achievements/ challenges reported by JFMC in their functioning (e.g. holding JFMC meetings, attendance in meetings, major issues discussed in the JFMC meetings, preparation of micro plans, record keeping by JFMCs etc.
Please mention any achievements/ innovations/ challenges related to nursery development and plantation/ seeding activities
Please mention achievements/ innovations and challenges related to preparation of business plan, Revolving Fund/ Challenge Fund loan for IGA to the SHGs, potential cluster formation, production enhancement, collection and marketing of produces etc.
Please mention achievements/ innovations and challenges related to formation and strengthening of SHGs, savings, inter lending, use of revolving fund/ challenge fund, training of SHGs etc.
Please write about initiatives, achievements and challenges in converging JFMC activities with other development programs (Convergence)
Please mention key learning from and feedback on the training programmes conducted during the month in your area. Trainings could be on different aspects and may be given to JFMC members, SHG Members or FNGO staff.

What are the aspects on which capacities of JFMC members have been built during the month
What are the aspects on which capacities of Forest Department and field NGOs' staff have been built during the month

Submitted by:

(Team Leader)

Annexure C: Annual Performance Appraisal of FNGO

Annual Performance Appraisal

1. **Name of the FNGO:**
2. **Name of the Division:**
3. **Year of Assessment:**
4. **Performance indicators**

S. No	Indicators (Score 0-5)	By FMU Head	By DMU Head
1	Regular Field Visits		
2	Completion of tasks as per work plan		
3	Monitoring by senior management of FNGO		
	Total (out of 15)		

5. Completion of Tasks (DMU and PMU Level)

S. No	Task	DMU		PMU	
		Timeliness	Efficacy/ Quality	Timeliness	Efficacy/ Quality
1	Community Mobilization				
2	Micro-plan preparation				
3	Annual Plan Preparation				
4	SHG formation and strengthening				
5	Monthly reporting				
6	Livelihood enhancement				
7	Convergence with other programmes				
8	Capacity Building and Training				
9					
10					
,					
.					
N					
	Total				

(Score 0-5)

Observations and Recommendations by DMU:

Observations and Recommendations by PMU:

FNGO Management Manual

Annexure D: Monthly Invoice/ Expenditure Statement Format

INVOICE/ Expenditure Statement
Name of the FNGO:

Invoice No.:

Date:

To
The Chief Project Director
Project Management Unit (PMU)
Nagaland Forest Management Project (NFMP)
Forest Complex, Kohima, Nagaland

Subject: Invoice for the month of _____.
Ref: FNGO Contract No. _____

Particulars	Amount (Rs)
a. Remuneration to FNGO Staff positioned at DMU and FMU level	
b. Travel cost	
c. Administrative cost	
(Sub Total)	
(Add) Applicable Tax	
Grand Total	

(Rupees in words: _____ Only)

Bank account details for payment transfer:

FNGO Name (as mentioned in your Bank Account)	
Account No.	
Name of the Bank	
IFSC Code	
PAN No	

Signature of the Authorized Person of FNGO:

Name and Address of Authorized Signatory of the FNGO:

Nagaland Forest Management Project

Disclaimer:

The contents of this document have been prepared by Nagaland Forest Management Project Society (NFMPs) for use under JICA supported Nagaland Forest Management Project (NFMP) implementation. This document has been prepared with reasonable skill, care and due diligence and information based on the observations, field visits and interviews with stakeholders. The views expressed in this document are primarily to be used for NFMP implementation. Neither NFMPs nor any shareholder undertakes any responsibility arising in any way whatsoever to any person or organization in respect of information set out in this document, including any errors or omissions therein arising through negligence or otherwise however caused.

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ABOUT NAGALAND FOREST MANAGEMENT PROJECT

The Project is an Externally Aided Project supported by an International Agency i.e. Japan International Cooperation Agency (JICA) aiming to improve forest ecosystem and support income generation by rehabilitation of Jhum area and provision of livelihood support, thereby contributing to sustainable forest and environmental conservation and livelihood improvement in the target villages in Nagaland State. The project has a target to cover 185 villages involving all Districts of the state and 22 Forest Range & Beats and will be spread over a period of 10 years.

This project has following three components:

- * Forestry interventions and biodiversity conservation
- * Livelihood improvement and community development &
- * Institutional strengthening

