



# NAGALAND FOREST MANAGEMENT PROJECT

## Guidelines for Entry Point Activities





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Nagaland Forest Management Project



**CHIEF MINISTER  
NAGALAND  
KOHIMA  
MESSAGE**

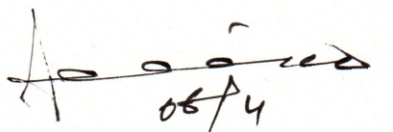
6<sup>th</sup> April, 2021

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

The Nagaland Forest Management Project (NFMP) is being implemented in the State of Nagaland with assistance from JICA. The 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 conservation and community development in the target villages in the State. The project will be implemented in a participatory mode through formation of Joint Forest Management Committees (JFMC) in the selected villages.

Entry Point Activities (EPA) is an important element under NFMP which aims for mobilizing the local communities to ensure effective participation in project implementation. EPA will trigger the trust between the community and the NFMP officials and ensure participation of people at every stage of the project, i.e, Project formulation to the implementation etc. EPA would focus on creating tangible assets for the communities which will address their immediate need. Interventions under EPA may also include small infrastructure facilities to potential livelihood opportunities.

This guideline is prepared with the objective of developing a clear understanding about the purpose and the processes involved in deciding interventions under EPA and its execution thereof. This guideline would serve as an important tool in successful implementation of the project.

I acknowledge and thank the members of PMU and PMC for contributing in finalization of this manual.

Dharmendra Prakash  
PCCF & HOFF  
Chief Project Director and CEO



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## 1. Role of Entry Point Activities (EPA) in Project Management

The Entry Phase in any development project is a stage of the project management where efforts are made to introduce the facilitating/ executing agency (NFMP represented by DMU, FMU and FNGO) and the village community. Recognizing the importance of involving people in their projects, the stress on Entry Point activities as a means of winning people's trust and building people's confidence has increased. People's participation means identifying, planning, budgeting, implementing, monitoring, and maintenance by the people. The entry phase serves as a foundation of any programme.

The process of mobilization and winning confidence of the community may differ from villages to village and community to community. However, this guideline will provide a standard methodology for creating a better rapport with the community. It has been always experienced that, frequent visit to the villages interacting with men, women and youth separately, to families, to leaders (both elected and traditional) works well in building a good relationship with the communities.

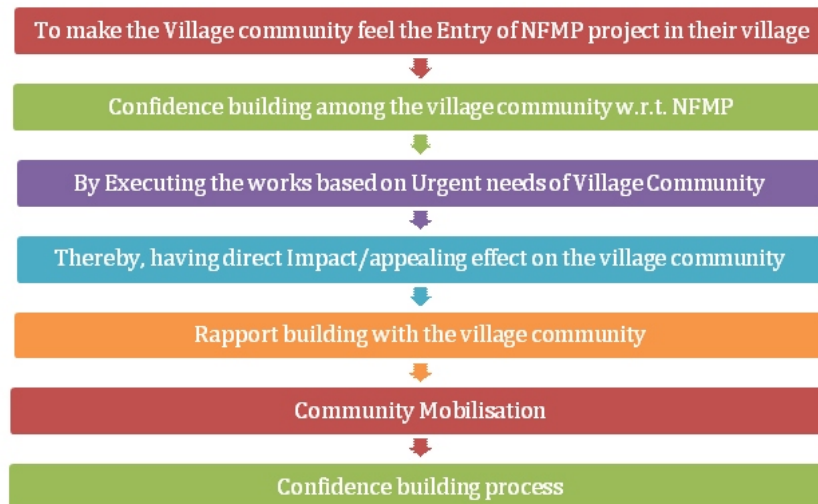


Figure 1: Purpose of Entry Point Activities

## 2. Why there is a need of EPA?

Organizing meetings, pasting posters, distributing pamphlets are various means of **Project initiation** activities for awareness amongst the village community about a participatory project. However, in current time, the real **confidence building** and faith development in executing NFMP project just cannot depend on these means. The execution of NFMP related works is more effective in confidence building and faith development in the project. **Water related works in EPA** are more attractive for village community as they address their urgent needs.

### 2.1. Entry Point Activity as a community mobilization tool

As a means to build goodwill with the communities, Entry Point Activities are proposed depending upon the need of the community, as identified during various meetings. The activities undertaken under this programme should not benefit an individual or a group, but should be for the good of the entire village community. EPA is intended for community mobilization at the initial stages of the project implementation.



### **EPA Manual**

At times, the women folk are not involved in major decisions of asset creation in the village. It is, therefore, very important to have a proper and detailed consultation with women members before finalization of any Entry Point Activity.

Some illustrative entry point activities that can be undertaken by NFMP include JFMC office-cum-meeting place, renovation or construction of small community infrastructure, or any other activity that can give recognizable and early success and is in the interest of entire community. The activities to be taken up under EPA shall be decided by the community in the course of preparation of the Micro- Plan. To enhance the community engagement in the EPA, people must be mobilized to contribute to the cause in the form of labour or fund. It is important that the facilitator does not play the lead role in organizing this common action but motivate the various groups to take the initiative, to plan and implement the programme.

Under EPA, the communities will select small infrastructure related activities based on their immediate need. The selection of the entry point activity should be made in a manner whose results are visible quite early to the community. Entry Point Activities should include creation of community assets to be maintained by the communities, for example:

- i. JFMC office cum meeting Hall
- ii. Community Hall cum Store
- iii. Provision of drinking water
- iv. Water harvesting structure
- v. Rest shed
- vi. Market shed
- vii. Rural electrification using solar power/Solar light
- viii. Creation of roads and culverts, all-weather pathways inside the habitation etc., And
- ix. Energy saving and energy alternative devices
- x. Construction of Drainage channel for waste-water disposal
- xi. Construction of toilets
- xii. Construction of Morung
- xiii. Construction of Entry Gate to the village

The above is an indicative list and other activities, as may be necessary, as per the local conditions and requirements. The EPA should be in conformity with the approved micro-plan. An extensive list of EPAs implemented under IWMP in Nagaland has been given at Annexure I.

The planning and implementation of entry point activity will help the communities in learning participation and make them ready to initiate the micro-planning process in their village.

### **3. Steps for implementation of Entry Point Activities under NFMP**

While involvement of local communities in forestry development interventions is a desirable objective of NFMP, it is often challenging to achieve because of the following reasons:

- a. Forest activities have long gestation periods and are, therefore, accorded low priority by the local communities.
- b. Forestry programmes are considered to be 'government' driven programmes; where implementation and protection is seen as the responsibility of the forest department.
- c. Most of the forestry/plantation programmes entail 'closure' of the area, where communities perceive that their mobility to forest is limited or restricted.

### **EPA Manual**

Entry point and other relevant community mobilization and promotional activities may help to overcome these challenges and build a better relationship and coordination with the community. The immediate objectives of the EPA are to:

- a. Mobilize the community to participate in the project implementation; and
- b. Enable the community to understand that the interventions proposed under NFMP are for their benefit and would yield better income and livelihood for the community without limiting their customary and traditional rights over forest.

Following steps should be taken for identification and implementation of EPA:

#### **Step 1: Meeting with Village Leaders**

- Identify the village leaders (VC chairperson, GaonBura, Youth leader etc.) and persons who are well known and social in the village (opinion leaders), usually to whom the people listen to.
- Introduce yourself, your project (NFMP) and its objectives. Make sure that they understand that there is no political or religious agenda.
- If possible, invite these leaders to FMU office where they can observe visual presentation of the NFMP interventions.
- Make an informal/ casual tour with them of the village and habitations.
- Ensure that you interact with different groups including women and youth and the poor section of the community.
- Make sure that in all the interactions with the communities, focus is made on problems that the community might be experiencing related to water scarcity, declining agricultural yield, issues related to Jhum cultivation etc.
- Finally request the village leaders to call for a village meeting. Insist them that one men and women from each household should be present in the meeting.

#### **Step 2: Village Meeting**

- With the help of the village leaders organize a village meeting which is the gathering of men and women from all households of the village. The meeting should be arranged in a place, which is accessible by everyone and at a time convenient to all, particularly to women, youth and daily wage workers.
- In the meeting introduce yourself, NFMP and its objectives. Describe various interventions to be made under NFMP. If possible, distribute some pamphlets where the NFMP's objectives, interventions and benefits for the communities are mentioned.
- Give a short explanation about the NFMP implementation approach. Relate it with the findings that are extracted during the village informal visit (in step 1).
- Introduce the concept of community participation in implementation of the NFMP. Explain them that they are responsible for planning, implementation and monitoring of the NFMP. Introduce the concept of JFMC and how this community institution is going to take up the NFMP activities in their village.

#### **Step 3: Individual and Street/ Khel level meeting**

- Follow up the village meetings by contacting the individual families and by conducting informal meeting at street corners/ khel/hamlet level.

#### **EPA Manual**

- These meetings are a source of information about the inter relationship between various groups and habitations in the village.
- During the meeting, inform the members regarding the concept of affinity and share with them experiences in other villages; this should be done particularly with the poor households.
- Discuss some of the issues that arose at the village meeting related to Jhum cultivation, scarcity of water, decreasing forest productivity etc.
- Explain the concept of people's participation and contribution in NFMP and how the community is prepared to contribute for taking up an activity under EPA.
- Discuss and seek willingness of the community to finalize the EPA in the meeting with details of its location, estimated budget, contribution by community etc.
- Facilitate the community for the formation of the JFMC and its Executive Committee.

It may take about a months' time to constitute the JFMC and its executive committee. During this process, several village meetings need to be conducted. Once the JFMC is constituted and its bank account is opened, funds for the EPA will be released to the bank account. During this period, FMU will prepare the detailed technical design and financial estimate of the EPA and get the approval from the competent authority.

Once the JFMC and its executive body are constituted, funds towards EPA shall be released to the JFMC's bank account. Following the JFMC norms (please refer JFMC guideline), the EC will approve the EPA activity for implementation.

#### **4. Points to be considered to enhance effectiveness of EPA**

- i. The EPA should be selected in open meetings of the village, based on the priority of the village community and it must be approved by the existing JFMC. However, **the FNGO team members** should play a facilitating role in selection of EPA. The type of EPA selected should be clearly mentioned in the Micro-plan of the village.
- ii. EPA should be taken up in all **project Villages** of the project area for wide publicity of the project
- iii. More focus has to be given to **water related** activities or activity that affects the most members of JFMC
- iv. EPA should also be clearly displayed in the form of **wall painting or board**
- v. The EPA work undertaken should have a direct impact on village community rather than indirect and time taking impact for example, construction of a water harvesting structure
- vi. **A provision of Rs. 3.0 lakh has been made in NFMP for each of the village under the EPA. Material cost and major part of the labour cost should be covered by the project cost towards the EPA. However, a minimum of 25% of the labour cost will have to be borne by the community under EPA and the Community Development work.**
- vii. In case of an asset created under the EPA in the village needs repair after some time, no project fund can be utilized for such repairs. However, Forest Sustainability Fund (FSF) will be available in the village. The JFMC may appoint a sub-committee for the upkeep and sustainability of EPA and other assets constructed under NFMP. On receipt of a suggestion from such a sub-committee for the repairs, JFMC can pass a resolution to utilize part of the FSF towards repair of such EPA.

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- xii. The village should not choose any activity under EPA that may require a recurring expenditure. For example, a building on rent should not be taken, as payment of its rent will entail a recurring expenditure.
- ix. In case of an EPA costing more than Rs. 3.0 lakh (maximum permissible cost for EPA under NFMP), the cost over and above Rs. 3.0 lakh will have to be borne by the community.



Figure 2: Open meeting of JFMC for selection of EPA

## **Examples of Entry Point Activities**

### **4.1. Water based Entry Point Activity**

In Nagaland, most villages are normally situated at the top of the hills while the rivers are flowing at a distance below the village level. The villagers are finding it difficult to cope up with the scarcity of water. Most of the springs have dried up causing acute shortage of water in the winter months. This could be mainly due to mismanagement of catchment areas. In many villages, the usual piped water supply has been disrupted for one reason or the other and. In extreme cases, the villagers have no other choice but to purchase water for drinking and domestic use. The water-based activities under the project among others may include:

- Addressing urgent needs of local community, like drinking water, through water harvesting/extracting structures
- Water tank, Pond
- Stream Rejuvenation





Figure 3: Water harvesting Structure and Spring Tapped Chamber



Figure 4: Rain Water Harvesting Tank Drinking Water from Spring Tapped Chamber



Figure 5: Rejuvenation of water harvesting structures



### **Repair, Restoration and Up gradation**

- i. Repair, Restoration and Up gradation of existing common property assets and existing water harvesting structure may be taken up under EPA
- ii. To obtain optimum and sustained benefit from previous public investment and traditional water harvesting structures, Repairing/Upgradation of Tank, Pond, Irrigation Channel and Stream/ Spring rejuvenation can also be taken up under the EPA.

## **4.2. Construction of Culvert**



Figure 6: EPA- Construction of Culvert in Nagaland under IWMP

## **4.3. Construction of Public Urinals on the road side**



Figure 7:EPA-Public Urinal under IWMP inLeishangthem, Manipur



#### 4.4. Construction of Rest shed/ Market shed



Figure 8: EPA- Construction of Work-shed at Leishangthem, Kalimakhong in Manipur

### 5. Provisioning common Entry Point Activities for multiple JFMCs

In some cases, common interventions can make impact over multiple villages in case these villages are located in contiguous geography. In such context, the JFMCs of these villages may take a collective decision to take up common Entry Point Activity that can benefit all the participating villages. For example, in case of a defunct Electric Transformer which hampers electricity supply disruptions to these villages can be repaired or constructing a gravity-based drinking water supply system that can solve drinking water problem of these villages can be taken up.

In such situation, it is important to ensure that the members of these JFMCs shall come to a common agreement to implement their choice of common EPA. The DMU or FMU needs to play the role of facilitator to mobilize these JFMCs and the implementation of the EPA may be taken up directly by the DMU or FMU with the assistance of these JFMCs. Following steps need to be followed for selecting common EPA for multiple JFMCs.

- a. Executive Members of the participating JFMCs shall decide their willingness to implement common EPA in their respective JFMC meetings and the copy of that meeting resolution shall be submitted to the FMU.
- b. Further the FMU shall invite a meeting of all the participating JFMCs and discuss the feasibility of the common EPA in terms of its outreach and benefit to the villages.
- c. As a common EPA would involve consolidation of funds under EPA from these JFMCs, the FMU shall facilitate the JFMCs to make necessary transaction entries in their respective JFMC cash book.
- d. To avoid the possible conflict between the JFMCs the FMU or DMU shall take the responsibilities of the implementation of the common EPA. However, the DMU and FMU must ensure that the work force to be employed for the implementation of the EPA shall be from the participating JFMCs.

- e. The DMU/ FMU shall constitute a management committee taking member from the participating JFMCs and entrust that committee to take over the operation and maintenance of the common EPA. However, the DMU/ FMU shall involve itself in direct management of the asset created under common EPA.
- f. For operation and maintenance of the common EPA the DMU/ FMU along with the management committee may charge user fee from the participating JFMCs to ensure that the asset created under common EPA are regularly maintained and function properly. The DMU/ FMU shall maintain records of such user fee collection and its expenditure as per the accounting procedure recommended in the operational manual.
- g. In any point of time, if any conflict arises in the use of the asset created under common EPA, the DMU head shall intervene to resolve such conflict amicably taking all the participating JFMCs into confidence.

### **5.1. Possible interventions that can be taken as common EPA involving two or more JFMCs:**

- a. Repair or installation of Electrical Transformer for restoration of electricity supply to the villages: Repair or restoration of defunct electric transformer is the responsibility of the state electricity department/ organization. Before planning for this intervention, the DMU/ FMU along with the JFMCs shall request the state electricity department for repair or restoration work. This intervention shall only be planned when there is any difficulty or challenge from the side of electricity department for restoration, repair or installation of electric transformer.
- b. Mobile boiler unit for community cooking: It is often seen in village context that community kitchen is operated during festival or any other social events like marriage etc. In such a situation, mostly fuel wood are used for cooking food which effect the environment by both consumption of fuel wood from forest and also generation of smoke due to burning of firewood while cooking. This can be avoided through a mobile boiler unit which can be used by the respective communities during their requirement. The mobile boiler unit can be purchased/ fabricated by the DMU and the JFMC will make requisition of the unit as per their requirement. While, it is not in use by any of the JFMCs, this can be rented out to other communities and revenue generated from the rent could be used for maintenance of the boiler unit and meeting the recurring cost of the boiler unit.



Figure 9 Electrical boiler

- c. Passenger or goods transport vehicle: NFMP is focusing on the livelihood improvement of the communities through various income generation activities, marketing of the produces would be an essential requirement. Currently, the produces from the forest are mostly sold in the village or in local market by the communities which fetches very low price. If those produces are sold in bigger markets like district or state headquarters, it would fetch better price and generate more income to the community members. However, transport remains a challenge in rural Nagaland where hiring of transport vehicles becomes expensive for the community and doesn't bring substantial benefit to the community. In such a context, small size delivery van can be planned as an entry point activity which can benefit communities to transport their produces to market. This transport facilities can be managed by the FMU and a notional user fee would be charged from the beneficiaries to generate revenue to meet the operation and maintenance expense of the transport vehicle.
- d. Gravity led drinking water supply system: It has been observed in many villages where the communities from multiple villages depends upon single water source for their drinking water requirements. They fetch water from the source by using conventional methods which can be improved by constructing reservoir near the source and installing pipelines to carry the water to village through gravitational force. Such projects can be taken up under EPA in consultation with JFMCs.

**Annexure I: EPA carried out under IWMP in Nagaland**

1. Marketing Shed
2. Ring Well
3. Water Tank/ Pond/ Reservoir
4. Community Hall/ Renovation of community hall
5. Toilets
6. Foot Steps
7. Fencing of project site
8. Generator
9. Community Kitchen/ Guest House/ PH storage building
10. Renovation of school Building
11. Rostrum
12. Approach Road/ Improvement of Road
13. Community Fishery Pond
14. Bamboo charcoal making hearth
15. Waiting shed
16. Culvert
17. Street Light/ Solar Light
18. Plastic Chair
19. Check Dam
20. Syntax/ Water barrels
21. Retaining Wall
22. Hand Pump
23. Purchase of furniture/ utensils
24. Drainage
25. Sugarcane crushing machine
26. Pipeline for water reservoir
27. Rice Mill
28. Agar distillation Unit
29. Granary
30. Gate
31. Basket Ball Court
32. Soil Metaling



## **Annexure II: Case Studies on implementation of EPA**

A footbridge was constructed at Umsawnoldhi under EPA in RiBhoi district of Meghalaya at a cost of Rs. 9.82 lakh under Integrated Watershed Management Programme under project number IWMP-VII/2011-12.

The people of the village used to cross the bamboo bridge over the stream and sometimes school children and older women even fell down in the stream. During the PRA exercise under the IWMP project VII in 2011-12, construction of a pucca bridge over the stream was listed as the felt need and was incorporated in the village micro-plan. The cost of a pucca bridge was way above the permissible amount sanctioned for the EPA. The villagers agreed to contribute 100% of the labour cost and Rs. 2.25 lakh towards the material cost. The project contributed Rs. 4.5 lakh and the villagers contributed Rs. 2.25 lakh in cash and Rs. 3.07 lakh worth labour cost to finally construct the footbridge.



Figure 10: EPA-Footbridge at Umsawnoldhi in RiBhoi, Meghalaya

**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

