



## **Joint Forest Management Committee (JFMC) Manual**

**Nagaland Forest Management Project (NFMP)**

## Joint Forest Management Committee (JFMC)





**CHIEF MINISTER  
NAGALAND  
KOHIMA  
MESSAGE**

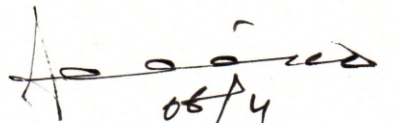
6<sup>th</sup> April, 2021

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 with the financial assistance from Govt. of India and the loan assistance from Japan International Co-operation Agency (JICA). This project is being implemented all Districts of the State from 2017-18 to 2026-27.

The objectives of the project are to strengthen conservation through community participation, livelihood improvement for enhanced household income through convergence, and institutional strengthening.

A Micro-plan is a holistic document which targets the complete development of a village or a community incorporating main objectives of the project. Funds for various components would come from different sources, with a part funding of some components coming from convergence with other Line Departments and Agencies.

This Micro-plan Manual is being developed to guide the Project Staff to understand the purpose and scope of micro-plan and to facilitate at Joint Forest Management Committee (JFMC) level in formulating Village Development Plan for 5 years. This manual would also help all stakeholders including JFMC, Field-NGO, Divisional Management Unit (DMU) and Field Management Unit (FMU) to ensure Inter-Sectoral Convergence and to prepare a holistic perspective plan / annual plan to address the wider need of the community.

It is expected that this manual would serve as an important guiding document for the facilitators and JFMC members in preparing a comprehensive village development plan with a special focus on forest conservation, bio-diversity protection and sustainable forest management and in achieving the objectives of the project in a sustainable manner.

Dharmendra Prakash  
PCCF & HOFF  
Chief Project Director and CEO



## **Table of Contents**

Chief Ministers' Message.....	i
Foreword.....	iii
CHAPTER 1 - INTRODUCTION.....	3
CHAPTER 2 JOINT FOREST MANAGEMENT COMMITTEE (JFMC).....	5
2.1 JFMC -COMPOSITION AND FUNCTIONS.....	5
2.1.1 Definition of JFMC.....	5
2.1.2 Objectives of JFMC.....	5
2.1.3 Guiding Principles of JFMC.....	5
2.1.4 JFMC in Overall Framework of NFMP.....	5
2.1.5 Formation of JFMC.....	6
2.1.6. Duties and Responsibilities of JFMC.....	7
2.1.7 JFMC Membership.....	8
2.1.8 General Body of JFMC.....	8
2.1.9 Role of Specific Constituents.....	8
2.1.10 Rights of Members.....	10
2.1.11 General Body Meetings.....	10
2.1.12 Benefits to JFMC.....	12
2.1.13 Common Interest Group (CIG)/ User Group (UG).....	13
2.2 EXECUTIVE COMMITTEE: COMPOSITION AND FUNCTIONS.....	13
2.2.1 Executive Committee (EC).....	13
2.2.2 Tenure of Executive Committee.....	13
2.2.3 Types of EC members.....	13
2.2.4 Composition of EC.....	14
2.2.5 Formation of the Executive Committee.....	15
2.2.6 Election of EC Members.....	15
2.2.7 Duties and Responsibilities of Executive Committee.....	16
2.2.8 Specific Duties of Office Bearers of JFMC.....	17
2.2.9 Removal of EC member(s).....	19
2.2.10 Filling up the vacant position in EC.....	20
2.2.11 Meetings of Executive Committee.....	20
2.3 INTERFACES BETWEEN DIFFERENT INSTITUTIONS.....	21
2.3.1 JFMC and Villagers.....	21
2.3.2 JFMC and EC.....	21
2.3.3 EC and FMU.....	21
2.3.4 JFMC and Other institutions.....	22
2.4 CONFLICT RESOLUTION MECHANISM.....	22
2.4.1 Intra JFMC Conflicts.....	23
2.4.2 Conflicts with neighboring Villages or FMCs.....	23

2.5 MONITORING & EVALUATION.....	23
2.5.1 Creation of Data Base and its Management.....	23
2.5.2 Indicators of Success.....	24
2.5.3 Monitoring at the level of JFMC.....	24
2.6 COMMUNICATION AND PUBLICITY.....	25
2.6.1 External Communication and Publicity.....	25
2.6.2 Internal Communication.....	25
2.6.3. Transparency.....	26
2.7 CAPACITY BUILDING.....	26
2.7.1 Capacity Building for the JFMC.....	26
2.7.2 Establishing a DMU level Spearhead team.....	26
2.7.3 Workshops.....	26
CHAPTER 3 -ACCOUNTING PROCEDURE OF JOINT FOREST MANAGEMENT COMMITTEES.....	27
3.1 BANK ACCOUNT OF THE COMMITTEE.....	27
3.2 PARTICULARS OF EXPENDITURE TO BE DONE BY THE COMMITTEE.....	27
3.3 DOCUMENTS TO BE MAINTAINED BY THE COMMITTEE.....	28
3.3.1 Cash.....	28
3.3.2 Fixed Assets Register.....	28
3.3.3 Money Receipt Book.....	28
3.3.4 Voucher.....	28
3.4 MONTHLY REPORTING OF EXPENDITURES MADE BY JFMC.....	29
3.5 DRAWAL OF AMOUNT FROM THE ACCOUNTS OF THE COMMITTEE.....	29
3.5.1 JFMC Account.....	29
3.5.2 FSDF Account.....	29
3.6 AUDIT.....	29
FORMS.....	30
Form 2.1.....	30
Form 2.2.....	31
Form 2.3.....	32
Form 2.4.....	33
Form 2.5.....	34
Form 2.6.....	36
Form 3.1.....	37
Form 3.2.....	38
Form 3.3.....	39
Form 3.4.....	40



## **CHAPTER 1 - INTRODUCTION**

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.

The project would have village specific local need-based approach and the interventions in JFM mode would be through the village-based community institution. These forestry-based community



### *JFMC Manual*

institutions are termed as Joint Forest Management Committee (JFMC). The Project emphasizes the importance of JFMC by assigning it the central role, in terms of deciding the required interventions, their execution and financial decision making. It is in this context; the project has conceptualized the preparation of “JFMC Management Manual” to provide uniform guidelines for smooth implementation of the Project.

The main objective of this Manual is to facilitate the formation and strengthening of community-based forestry organizations, i.e. JFMCs. It is expected that this 'Manual' would provide standard guidelines to the JFMCs to manage their respective JFM areas, as also to regulate sustainable benefits to its members. However, the 'Manual' has built in flexibility to customize on the basis of specific requirements and learning from the field. This Manual would be applicable to all the JFMCs associated with the project and its provisions shall not be contravened or altered without the approval of PMU. However, its content can be revisited and modified in some specific situations as may be warranted in the course of the implementation of the Project. Any change in the content of the Manual would be considered as an amendment and would be recorded accordingly.

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<sup>1</sup>The Government of Nagaland has amended its Joint Forest Management Resolution and notified the amendment in December 2018, which will be adopted in the implementation of the NFMP interventions in Nagaland.

## **CHAPTER 2 - JOINT FOREST MANAGEMENT COMMITTEE (JFMC)**

### **2.1 JFMC -COMPOSITION AND FUNCTIONS**

#### **2.1.1 Definition of JFMC**

Joint Forest Management Committee (JFMC) is an independent, decentralized, transparent, formal, democratic “village-based community institution” comprising of inhabitants(adult) of a village constituted for the development/management of forests in a village jurisdiction area. There will be only one JFMC in a village irrespective of multiple Khels. The JFMC shall be constituted within the overall administrative supervision of the Village Council looking at the existing community governance system in the State. The JFMC will have full autonomy in taking decisions in all the project implementation related matters in the allocated forest area (treatment area) of the village.

#### **2.1.2 Objectives of JFMC**

- The objectives of a JFMC are:
- i. To protect, manage, and develop (create) forest areas in the village jurisdiction area.
  - ii. To plan interventions for management of the assigned forest area based on scientific principles to achieve ecological needs consonant with sustainable productive forest.
  - iii. To serve as an interface between village community and forest department, other government departments and other community-based institutions for better coordination and convergence.
  - iv. To facilitate and promote activities, which are integral part of the project, including preparation of Forest Micro Plan, Entry Point Activities, Income Generating Activities, or any other activity in furtherance of the project.
  - v. To form and manage other community-based institutions (such as SHGs, User-Groups, Common Interest Groups etc.) within the JFMC, for sustainable development and socio-economic development of the community.

#### **2.1.3 Guiding Principles of JFMC**

- i. JFMC shall be representative of all sections of community in the village and will not differentiate among the members.
- ii. JFMC shall take lead in activities which would be beneficial for it, its members and the forest.
- iii. JFMC shall do everything to protect and develop forests and forest based resources in the assigned area.
- iv. JFMC shall maintain fair play, equity and transparency in all its actions.
- v. JFMC shall take necessary sanctions and approvals as may be required under this Manual.
- vi. The 'Manual' shall be followed by the JFMC and all concerned involved in the project implementation and management.

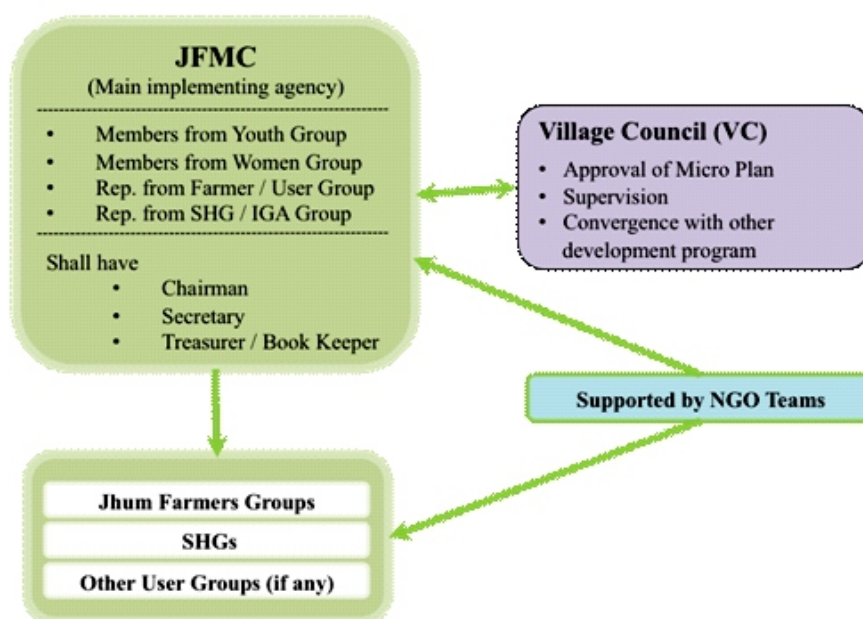
#### **2.1.4 JFMC in Overall Framework of NFMP**

JFMC serves as the foundation of organizational pyramid of the Project as far as the implementation of the project is concerned. The Project further conceptualizes that after the JFMC becomes functional; all decisions regarding forest management, livelihood options, benefit sharing etc. shall originate from the JFMC. The manual also provides that decision taken by JFMC should not be

<sup>2</sup>Any person from the village who is 18 years of age and above may become the member of the JFMC. However, joining as a member of the JFMC will be the personal choice of the individual.

ordinarily altered by FMU or DMU unless it contravenes the project objectives, Operational Manual, legal and technical parameters. However, any such alteration or revision should be made with the consent of JFMC. For implementation of the project, new JFMCs shall be formed as per the Manual.

#### Community level Implementation Structure



### 2.1.5 Formation of JFMC

Formation of the JFMC is primarily to be facilitated by Field Management Units (FMU). The FMU shall initiate the formation of the JFMC through the Village Council (VC) by organizing a village meeting, where members from all the households of the village shall remain present. The FNGOs have to play a pivotal role in formation of the JFMC. The members of the FNGOs along with the VC leaders should jointly mobilize community members for the meeting, where the members of the Field Management Unit (FMU) will explain the following aspects about the JFMC and project.

- i. The purpose of Joint Forest Management, its guidelines, programs, practices, benefits and responsibilities;
- ii. Structure and Functions of the JFMC;
- iii. Duties and responsibilities of JFMC members, its Executive Committee and Office Bearers
- iv. The objectives, strategies, interventions, outputs and expected outcomes of the NFMP

Following detail discussion on above aspects, FMU Head will facilitate the formation of JFMC based upon the assessment of community's willingness to participate in the Project. Leaders of target communities along with representatives of Village Council, FMU with the support of FNGO will conduct series of meetings with all the forest stakeholders in the community. The successful meeting, with attendance of 50% of adult members of the village, will result in formation of JFMC. This will constitute the General Body of the JFMC and will elect/select the Executive Committee among the members from the General Body. The JFMC will resolve in the meeting and will formally agree to form the Committee to work for the Project (Form 2.1) and submit it to the FMU. The FMU will send a copy of the JFMC resolution to the DMU. On receipt of the recommendation (Form 2.3) of the FMU Head, the DMU Head, after taking into account all relevant factors (evaluating the willingness, motivation and preparedness of the village community), and after being satisfied about the feasibility of the Committee, shall constitute the JFMC through an office order (Form 2.4), and assign a registration number to the JFMC. The JFMC so constituted shall enter into a memorandum of understanding (MoU) (Form 2.5) with the Project to undertake duties and shoulder the responsibilities under the Project, and to distribute the benefits accruing from the Project to the community. FMU Head shall sign the MoU on behalf of the Project. The committee may be registered as a Society under the relevant Act. There shall not be more than one JFMC in a village. It may be noted that the JFMC constituted with the communities will only manage the project implementation over the non- government land.



### **2.1.6. Duties and Responsibilities of JFMC**

- i. The JFMC will ensure the protection of the forests and wildlife in the area against illicit felling, theft, poaching of wildlife, and encroachment of forest land, fire, grazing etc.
- ii. The JFMC shall adopt its own patrolling system, fire prevention and control mechanism, and enforce it.
- iii. The JFMC shall frame guidelines for protection of wildlife especially against hunting and trade, and ratify it with the village council.
- iv. The members of JFMC shall individually and collectively, ensure that the JFMC is working to achieve the Project goals following the procedure laid down in this Manual.
- v. The JFMC shall prepare the Micro- Plan and Annual Action Plan for sustainable livelihood, integrated development of the village(s) and for the conservation, development and sustainable management of the forests and wildlife. JFMC would also ensure wholesome execution of the approved Micro -Plan / Annual Action Plan.
- vi. The JFMC members shall explore and put their efforts to increase the returns from the alternative sources of income.
- vii. The Executive Committee (EC) of the JFMC shall take all the decisions in a democratic manner and in the interest of village.



- viii. The JFMC members shall ensure that all the Executive Committee (EC) members discharge their duty satisfactorily. If any member of the EC fails to discharge his/ her duties satisfactorily, JFMC will remove and substitute him/her in accordance with provisions provided in this manual
- ix. The JFMC can deprive any member from the benefit/incentive/privilege in case of flouting/violation of norms and decisions of the JFMC depending upon the frequency and type.

### **2.1.7 JFMC Membership**

JFMC shall have following three types of members:

- i. **General:** All adult members of the village/hamlet (Khel) are eligible to become member of the JFMC on payment of enrolment fee of Rs.10/- (Rupee Ten Only) per person. The JFMC shall be considered functional if at least 51% adults in the village enroll themselves as members.
- ii. **Nominated:** These members shall be nominated by either JFMC General Body/ Village Council or by the Project. However, before enrolling him/her as a member, approval of the DMU Head and of the JFMC shall be obtained. Such members shall not have any voting rights and cannot be elected to the Executive Committee. Usually people like local school-teacher, representative of other NGO working in that area, local health worker, Aanganwadi Worker and Asha workers etc., may be considered for such membership.
- iii. **Ex-officio:** Local forest officers, such as officer in charge of the Forest Range Office, Deputy Rangers, Foresters and the Forest Guards designated by the FMU would be ex-officio members of the JFMC. These members shall not have any voting right in the General Body and cannot be a candidate for elected position in the Executive Committee. They will be ex-officio members of the Executive Committee.

### **2.1.8 General Body of JFMC**

General Body of JFMC will constitute comprising of all the general members, nominated members, and ex-officio members. The General Body of the JFMC is the highest body of the JFMC and shall take/ approve all the decisions of the JFMC in regards to implementation, management and monitoring of the project.

### **2.1.9 Role of Specific Constituents**

Successful implementation of the project primarily depends upon the effective coordination between the three major constituents of the project. The primary constituent of the project is the village community who are the direct beneficiary of the project and holds the responsibilities of project implementation. The secondary constituent of the project is NFMP, which is represented by forest department officials. The third and most important constituent is the Facilitating NGO, which shall establish the link between the village community and NFMP. They shall provide facilitation support at both community and project level for effective implementation of the project. The specific roles of these three constituents are given below:

#### **i) Role of Village Community**

- a. Village community members shall be the members of the JFMC and be responsible for all the decisions taken by the JFMC. All the members shall pay annual membership fee of Rs.10/- or as decided by the JFMC General Body.



- b. The members shall rise above the local considerations, conflict, self-interest, political conflicts in the interest of forests and larger interest of the village.
- c. It would be the responsibility of local village leaders and elderly respected (Gaon Bura) members to encourage those members who are usually indifferent or get ignored in decision-making process. Active participation of women and consideration of their points of views shall also be responsibility of the members.
- d. Villagers shall abide by the provisions of this Manual, all acts/rules and sincerely work for implementation of interventions proposed in the Micro- Plan.
- e. Villagers shall identify and provide land for implementation of various project components.



**ii) Role of Project (NFMP represented by forest department official)**

- a. NFMP through representatives of the Forest Department in the JFMC (Member Secretary & Assistant Secretary) shall ensure that all the activities of JFMC are undertaken as per the Manual and as per the rules/norms prescribed under the Project.
- b. The Member Secretary shall be impartial to the decision-making process but he/she would actively facilitate the process. During the early phases of Project, he/she may take lead in the various activities of the JFMC but as the project progresses, he/she shall be limiting himself/herself to the role of a facilitator only.
- c. By using his/her position, Member Secretary shall ensure that the JFMC functions democratically and views of all the sections of members are duly respected. It would be the specific responsibility of Member Secretary to see that views of the under privileged and minorities in the village are given due consideration.
- d. Member Secretary shall keep the DMU/PMU well informed about the functioning and decisions of the JFMC. Keeping his/her personal and Project's credibility shall be his/her most important duty.

**iii) Role of FNGO Teams (NGO)**

- a. The NGO shall facilitate the overall process of capacity building of JFMCs, micro-plan preparation, implementation of entry point activities, income-generating activities, and livelihood improvement activities.
- b. NGO shall inform the project about the aspirations/problems of the community and to the village community about different government rules and policies.

- c. If there is any conflict among the members of JFMC or between JFMCs, FMU, etc NGO Team shall play an active role to resolve the conflict.
- d. The FNGO shall work as a link between the village community and project and provide professional service in facilitating the implementation of the project work

### **2.1.10 Rights of Members**

All the general members of the JFMC shall have voting rights in all matters of JFMC and also be entitled to the benefits and incentives. Whereas the other two categories of member i.e. nominated member and ex-officio members would have neither voting rights nor they would be entitled for any benefits and incentives. However, any of the members can represent JFMC and become the speakers on behalf of JFMC as and when required, provided he/ she has been duly authorized by the Executive Committee. If action of any of the members is detrimental to the JFMC's interests or the member flouts the decision of JFMC deliberately, the General Body can deprive him from usufructs and other benefits. The rights provided to JFMC are subject to scrutiny at regular intervals and in accordance with the progress of project implementation, it may be altered.

### **2.1.11 General Body Meetings**

#### ***i) The first meeting***

The first meeting of the JFMC General Body shall be convened by the Member Secretary, which would also be attended by FMU Head, Deputy Ranger/Forester/forest guards, and NGO team members. The meeting should also be attended by Village Council Chairman or his nominee, and other representatives of other community-based organization in existence and working in the village, if any. Active participation of women shall be ensured by encouraging them to participate in the meeting. In the meeting, the FMU Head shall explain the project objectives, expected role of JFMC members, executive committee, roles of project team and NGO Team, and expected benefits to the community. This meeting would be used to take the commitment of community members, village council and to assure community members about the full support of the project. Project team should be prepared to answer wide variety of questions from the community and other stakeholders. The date of next meeting would also be discussed and announced during this meeting.

#### ***ii) Subsequent meetings***

The General Body meetings of JFMC shall take place at least once in a year (Annual). However, for initial year it may be held six monthly or as frequently as may be required and decided by the Chairperson, Member Secretary, NGO Team in consultation with FMU Head. The Chairperson, with an advance notice of one week, shall convene the meeting of General Body. While deciding the date & time of the meeting utmost care should be taken so that attendance of maximum number of members can be ensured in the meeting. Special care should be taken to ensure the presence of women members in the meeting. The meeting shall be presided by the Chairperson of JFMC and in his / her absence; he/ she may nominate another senior member of the General Body to chair the meeting. More than 50 percent of members shall constitute the quorum out of which 25 percent should be women. If, due to some genuine reasons, the number of members present is not 50 percent, the meeting can be reconvened with at least 40 percent of the members. However, in such a context, the decisions taken in the meeting shall be approved in the next meeting of the General Body. No member of the General Body shall have any veto power and all the decisions shall be taken by consensus or majority vote.

**iii) Special Meetings**

Under special circumstances, GB meetings can be convened as and when so required with a short notice. In such case, at least 10% of enrolled members have to request the Chairperson in writing to convene the meeting. A 4 days' advance notice indicating the purpose of the special meeting shall be communicated to all the members of the General Body. In such meeting, presence of Chairperson, Secretary, and NGO representative shall be must and quorum for such special meetings would be 50 percent of total members.



**iv. Record of Meetings**

- a. The proceedings/ minutes of all the meetings of JFMC General Body shall be recorded and maintained by the Member Secretary.
- b. All decisions taken in such meetings shall be recorded in form of 'resolutions' duly signed by the Chairperson and the Member Secretary (Form 2.6).
- c. All the resolutions passed by the JFMC General Body in a financial year shall contain running serial numbers with date of the meeting.

- d. A copy of the proceedings shall be forwarded to the Village Council, the FMU Head and the DMU Head.
- e. The General Body shall elect the Executive Committee in its last meeting (quorum should be more than 50 percent) before the end term of the Executive Committee. It shall be binding on the part of the Chairperson to convene this meeting at least one month before the expiry of the term of the Executive Committee. In case the Executive Committee is not re-constituted as above, the JFMC shall be deemed to have become dysfunctional and the JFMC account will remain inoperative during this period. The FMU Heads shall take immediate steps for reconstitution of the Executive Committee at an earliest possible time.

### **2.1.12 Benefits to JFMC**

- a. Implementation of the Project would result in tangible as well as intangible benefits to the JFMC members and the village community as a whole. Improvement in the condition of the forest, forest-based resources, and community empowerment are ultimate benefits which not only JFMC members would receive but would be experienced by the members of society at large.
- b. Besides these, the project has provisions for supporting Community Development Works (CDW) including Entry Point Activities (EPA) and Income Generation Activities (IGA).
- c. The benefit sharing among the members of the JFMC would be based on the principles of equitable distribution among all the participating members.
- d. However, the exact criteria and procedure of benefit sharing shall be decided by the General Body of the JFMC from time to time.
- e. When benefits are exported outside the village or villagers, access and benefit sharing shall be based on Prior-informed-consent and mutually agreed terms between the parties to ensure fair and equitable sharing of genetic resources and associated benefits.
- f. There shall be provision for collection of nominal user fee/cess for the products harvested and of revenue collection from sale of timber, which shall accrue to forest sustainability fund. The rate of user fee/cess shall be decided by the General Body of the JFMC time to time.

#### **i) Specific Benefits from the Project**

**a. Entry Point Activity (EPA):** EPA is intended for community mobilization at the initial stages of project implementation. In addition to a JFMC office-cum-meeting place, activities such as 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 rather than only few members, will be undertaken. The activities to be taken up under EPA shall be decided by the community in the course of preparation of the Micro-Plan.

**b. Income Generation Activities (IGA):** Income generation activities shall be identified at the microplanning stage and shall not be restricted to only forest related activities but any potential





IGA shall be encouraged. The FMU/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.

**c. Self Help Groups (SHGs):** Project envisages formation/ adoption of at least three SHGs per JFMC for implementation of the IGAs. It is important to mention that the amount provided by the Project for IGAs shall be deposited in JFMC Account for lending to SHGs. This amount shall be managed by the JFMC as 'Revolving Fund' to the SHGs and the SHGs shall have to subsequently refund this amount to JFMC along with interest as decided by the JFMC.

**d.** In addition to the above, the project also envisages establishment of nurseries, in the selected JFMCs/Villages. These nurseries will be managed and maintained by the JFMC after the project period.

## **ii) Other benefits**

The assets created under the project are expected to open new vistas for enhancing income of the people in the project areas. Following direct benefits will accrue to the JFMC from the improved forests. Usufructs rights like fallen leaves, fodder grasses, thatch grass, broom grass, thorny fencing materials, brushwood, fallen lops and tops and twigs shall be available to the villagers to be used as fuel.

### **2.1.13 Common Interest Group (CIG)/User Group (UG)**

Common Interest Groups (CIG) or User Groups (UG) within the JFMC shall be formed with the approval of the JFMC to facilitate/take up specific activities or safeguard or promote interest of group of JFMC members having common interests. JFMC would support such institutions and ensure that all the activities of such CIG/UG remain in the overall interest of JFMC and in furtherance of the objectives of NFMP. One member of EC, who is not the member of a particular CIG/UG, shall facilitate and monitor the activity of the CIG/UG. One CIG/UG shall focus on only one activity, preferably.

## **2.2 EXECUTIVE COMMITTEE: COMPOSITION AND FUNCTIONS**

### **2.2.1 Executive Committee (EC)**

Executive Committee (EC) of JFMC shall comprise elected representative of JFMC, ex-officio and nominated members. The EC shall be responsible to manage day-to-day activities of the JFMC, to take financial and operational decisions for implementation of project activities as may be authorized by the GB, and shall act as the intermediary between JFMC and NFMP represented by the DMU/FMU.

### **2.2.2 Tenure of Executive Committee**

The tenure of Executive Committee shall be for a duration of 5 years from the date of its formation. However, in case of any exigency, the General Body may dissolve and reconstitute the EC by calling its special meeting.

### **2.2.3 Types of EC members**

The Executive Committee would have three types of members viz. Elected Members, Ex-Officio Members and Nominated Members.

**Elected members:**

The General Body shall elect/select 7 members (representatives) to constitute the Executive Committee which includes:

1. Chairperson
  2. Vice-chairperson
  3. Treasurer
  4. Member from Youth Group
  5. Member from Women Group
  6. Representative from Farmer Group/User Group
  7. Representative from SHG/IGA Group
- Out of the above 7 members at least 2 shall be women.

**Ex-officio members:**

These members would be the members of EC by virtue of their official position. The Ex-Officio Members include:

1. Member-Secretary : The officer in Charge of the Range/Beat shall be the ex-officio member-secretary of the JFMC. The Member-Secretary will have the voting rights in the EC.
2. Assistant Secretary : Forest Official (Executive) in the rank of a forest guard or above (if available), who is made in-charge of the project area/village by the FMU Head/ Forest Range Officer, shall be the ex-officio Assistant Secretary of the JFMC. Assistant secretary will not have voting right; however, in case the member secretary is absent in the meeting, the Assistant Secretary shall have the voting rights on behalf of the Member Secretary. In such a context, the Assistant Member Secretary has to obtain an official order/ communication from the concerned authority and a copy of the same shall be given to the EC for official record.

**Nominated members:**

1. Co-opted member from the village council : The Village Council shall have the rights to nominate any member to the EC.
2. Co-opted members of NFMP: The NFMP may also nominate member(s) to the EC as nominee of the NFMP as person(s) being crucial for the success of the Project. The FMU will recommend two persons to the DMU for selection as nominated member of the JFMC. The DMU will approve one member from the recommended two members by FMU to become the nominated member of the EC.

In decision making process of EC, only elected/selected members and ex-officio members will have voting rights. However, in the meeting, views of all the members would be recorded and considered.

**2.2.4 Composition of EC**

The composition of EC will be as follows:-

Sl.	Post	Nature	Number
1	Chairperson	Elected/Selected	1
2	Vice-chairperson	Elected/Selected	1



3	Treasurer	Elected/Selected	1
4	Member from Youth Group	Elected/Selected	1
5	Member from Women Group	Elected/Selected	1
6	Representative from Farmer Group/User Group	Elected/Selected	1
7	Representative from SHG/IGA Group	Elected/Selected	1
8	Village Council Representative	Nominated by the Village Council	1
9	Member-Secretary	Ex-Officio	1
10	Assistant Secretary	Ex-Officio	1
11	Nominated Members	Nominated by NFMP – FMU/FMU	1

### 2.2.5 Formation of the Executive Committee

After the registration of JFMC by the DMU, the process of constituting of EC shall be initiated. Usually, this process should be completed within 21 days. Consequent to the registration of the JFMC, the Member Secretary shall call a GB meeting of the JFMC to elect the EC under intimation to the Village Council.

### 2.2.6 Election of EC Members

The ADMU Head shall act as the Returning Officer for conducting election of the EC and shall ensure that all the EC members are elected/selected adhering to the provisions of para 2.2.4. The Returning Officer and Member Secretary with the help of the Village Council shall conduct the formation of the EC. The FNGO shall make necessary announcement and publicize the date of first meeting of GB so that all the members of general body come to know about the date, time, and venue of the meeting. Returning Officer will use his/ her wisdom and locally accepted and fair procedure of conducting election. Returning

assist during the process of formation of the EC. Participation of women in election process shall be ensured by the Returning Officer and the Member Secretary. To avoid conflicts in formation of EC, it should be attempted that all the members get elected unanimously by the general body members. Executive Members can be elected/selected by mutual consent only when all the villagers have the same choice and there is no resentment against any contestant. A limitation of this approach can be that a few persons or families may dominate the Executive



Committee. Ex-officio members and NGOs shall help broad-basing the EC membership by discussion prior to and during the election. If EC Members cannot be selected/ elected unanimously, the elections should be undertaken in a democratic manner that provides equal opportunity for participation to all persons. The election process should be clear and transparent. The contestants should be asked to present written applications (as nomination) before the elections. The voting process should either be undertaken by raising hands or by secret ballot in a manner decided by the Returning Officer.

Only members of the village who reside permanently in the village will be eligible to become members of the Executive Committee. Government servants will not be eligible to become official members of the Executive Committee.

### **2.2.7 Duties and Responsibilities of Executive Committee**

Executive Committee shall use its office to work for the common interest of the village as a whole, and management of forest, in particular. The EC shall be responsible for performing all the works which JFMC has planned and agreed in the Micro-Plan and Annual Operation Plan. Some of the responsibilities of EC are mentioned below:

1. The EC shall be responsible for protection of the forests, including wildlife,
2. EC shall evolve methodologies on all issues relating to membership, conflict resolution, encroachment, customary rights, livelihood options, and benefit sharing. It shall bring the same to the notice of FMU/DMU.
3. The EC shall facilitate in, preparing and implementation of interventions proposed under the micro-plan, deciding and executing suitable entry point activity, various silvicultural operations etc.
4. In accordance with the provisions of Micro-Plan, the EC shall decide the location (treatment area) for forestry intervention, selection of suitable forestry model, selection of nursery site, development & maintenance of nursery, advance soil work, plantation & its maintenance and identification of women SHG for promotion of alternative livelihood options/ IGA.
5. The EC shall formulate methodology of benefit sharing among the JFMC members from the revenue/ income accrued from NFMP.
6. The EC shall be responsible for maintenance of books of account, manage the development funds received under NFMP and/ or other sources, generation and maintenance of VFDF through user fee, rewards, bank interest etc.
7. EC shall encourage and facilitate the formation of SHGs.
8. EC shall assist the Project officials and the personnel engaged by the Project for effective planning and execution of activities proposed in the micro-plan.
9. EC shall ensure impartial, equitable, and judicious distribution of benefits among the members.
10. EC would select JFMC/SHG member(s) to undergo training programme to enhance efficiency in working of JFMC and/ or SHG.
11. EC shall ensure that no JFMC member misuses rights/privileges given to him/her.
12. EC shall determine procedure of extraction, collection, and distribution (or sale) of NTFPs (as permitted under government rules) among the members. It shall ensure that harvesting of NTFPs is made in non-destructive and sustainable manner.

13. EC shall determine the nature and extent of penalty to be imposed on its general members for violating/breaking the decisions of JFMC. The penalty may be financial or customary.
14. EC shall execute the project works which fall under their jurisdiction, within the overall provisions of the Project.
15. EC shall liaise with other community-based local institutions (Village Council, Village Health Committee, School Management Committee etc.) for possible collaboration which would be in the interest of JFMC and forests.

### **1.2.8 Specific Duties of Office Bearers of JFMC**

#### **i. Chairperson**

1. Chairperson with the assistance of the Member Secretary shall convene meetings of JFMC and EC.
2. She/ He shall sign the MoUs and other official documents on behalf of the JFMC and EC.
3. She/ He shall operate bank accounts jointly with Member Secretary/Treasurer.
4. She/ He shall represent the JFMC and EC in any public forum.
5. She/ He and Member Secretary shall be jointly responsible for the implementation of the activities of JFMC.
6. She/ He shall ensure that benefits of all the decisions and actions of JFMC reach to each member and his/her family members in equitable manner.
7. She/ He shall be generally available to the members for interaction on various aspects of JFMC/Project activities.

#### **ii. Vice-Chairperson**

1. Vice chairperson would assist the Chairperson in dispensing his/her official work as Chairperson.
2. She/ He would discharge the functions of Chairperson in his/her absence and all other duties as stated above under point no. i, shall be performed by the Vice-Chairperson.

#### **iii. Member Secretary**

1. Member-Secretary shall be responsible and answerable to JFMC and also to the Project through the FMU/DMU.
2. Member-Secretary shall be responsible for convening meetings of JFMC and EC and inform about the date, venue and time of the meetings to all concerned.
3. Member-Secretary shall maintain cordial and complementary relations between JFMC members and the Project Authorities. For better and dependable partnership, Member-Secretary would work as the resource person and inform villagers about the Project objectives, procedure, Forest Acts and Rules, new development in forest policies, rights and duties of villagers.
4. Member-Secretary shall ensure proper project implementation, particularly preparation of micro-plan, and its implementation.
5. Member-Secretary and Chairperson shall be jointly responsible for all the administrative works of the JFMC.

6. Member-Secretary, along with Chairperson, shall jointly operate and maintain the savings bank account for funds received solely from NFMP, keep record of all the income and expenditure of JFMC in prescribed manner.
7. Member-Secretary, along with Treasurer, would jointly operate and maintain a savings bank account “Forest Sustainability Fund” for income received from membership fees, user fees, penalties, loans availed by JFMC etc. and keep record of all the income and expenditure of “Forest Sustainability Fund”.
8. Member-Secretary shall prepare the Annual Financial Reports, get it approved from JFMC, share copies with FMU/ DMU and make it available during internal audit by the PMU.
9. Member-Secretary shall record and maintain the minutes of the meetings of JFMC and EC in respective registers. She/ He shall ensure that all members are present during the meeting and put their signatures (or LTI) on the resolution passed in such meetings.
10. Member-Secretary shall inform the FMU about the decisions of the JFMC and take required follow-up action with concerned office(s).
11. Member-Secretary shall be responsible for all written communication from and to the JFMC.
12. Member-Secretary shall also be intermediary between the JFMC and other government departments to ensure proper coordination and convergence at the village level.

**iv. Assistant Secretary**

1. Assistant Secretary shall ensure that the JFMC manages the forest in accordance with the approved Micro-Plan.
2. Assistant Secretary shall be responsible to supervise all field works, take measurements, record in measurement books, plantation and nursery journals, maintain the attendance of people engaged in implementation of works for the purpose of calculating the wages, record quantity of materials etc. She/ He shall also be responsible to prepare the vouchers and bills in this regard.
3. Assistant Secretary shall provide required technical inputs to the JFMC and also help them in protection of forest/wild life.
4. Assistant Secretary shall discharge the duties of the Member-Secretary in his/her absence.

**v. Treasurer**

1. Treasurer, along with Member-Secretary, would operate and maintain a savings bank account “Forest Sustainability Fund” for income received from membership fee, user fee, penalties, loans availed by JFMC etc. and keep record of all the income and expenditure of “Forest Sustainability Fund”. She/ He will be a joint signatory with Member-Secretary on cheques for withdrawal of any amount from this saving bank account for implementation of the project activities.
2. She/ He shall keep all EC and GB members informed about the financial status of the JFMC and also about major transactions at regular intervals. She/ He shall read these details in all the meetings for all the members present.
3. She/ He shall assist the Member Secretary in preparation of the annual financial report and shall get it audited by appropriate agency approved by PMU and then inform the EC, and other members.

**vi. Other elected EC members**

1. All elected members would actively participate in activities of JFMC in implementation of the NFMP.

2. They will regularly be in touch with the members of JFMC and keep them informed about the activities of EC, financial status, issues discussed and to be discussed in last and next meeting respectively.
3. They shall update rest of the members of EC about members' expectation and opinion about various activities being taken up by JFMC.
4. They shall visit other JFMCs to learn and share experiences with the members of those JFMCs.

**vii. Role of ex-officio and nominated members**

1. Ex-officio and nominated members are expected to guide and advise the JFMC GB/EC to take informed decisions and move in right direction.
2. These members would provide such technical, administrative inputs to the JFMC/ EC which are crucial and about which villagers are not aware of. Each member will facilitate decision making and project implementation by ensuring full cooperation from his/ her parent institution/ organization.
3. Members would actively participate in the meeting and educate members on the issues on which JFMC and EC expect their contributions.

**2.2.9 Removal of EC member(s)**

If an Executive Committee member works contrary to the objectives of the JFMC, he/ she can be removed and replaced by some other member. However, the new member would be in position only for the remaining period of the term of the EC.

**1. Removal of member(s) other than Office Bearers (Chairperson, Vice Chairperson and Treasurer)**

Any elected member other than Chairperson, Vice Chairperson and Treasurer can be removed by proposing a vote of no-confidence against such member during a regular meeting of the General Body or a meeting specially called for the purpose (as mentioned in the case of special circumstances) where number of members attending the meeting should not be less than 30 percent of the total members of JFMC. The proposal would be discussed in the meeting after the proposer gives a detailed note on the allegation against him/ her. If the member against whom the no confidence proposal is being discussed is present in the meeting she/ he shall be given chance to defend her/ his position. If the said member is not present, the Member-Secretary shall inform him/her and request him/her to clarify his/ her position in the next meeting which would be called within 10 days of the first meeting. If he does not come for the meeting or does not satisfy members with his response, the proposal would be accepted by a simple majority of the JFMC members present and voting.





## **2. Removal of Office bearers of EC (Chairperson, Vice Chairperson and Treasurer)**

Office Bearers of the EC i.e. Chairperson, Vice Chairperson and Treasurer the EC shall be removed in case of any illegal or unlawful activities identified or reported by the members of EC including Ex-Officio Members. In such a special circumstance meeting shall be convened by the FMU Head and election/ selection of the new office bearers may be conducted where the FMU Head shall work as the Returning Officer for voting of new members. The matter will be decided by simple majority of GB of the JFMC members present and voting.

### **2.2.10 Filling up the vacant position in EC**

If any position in EC falls vacant because of resignation by member, death or any other reason not mentioned, the position shall be filled for the remaining period of the term of EC by calling a special meeting of GB of the JFMC.

In case of the transfer of the ex-officio member i.e. member secretary and assistant secretary, the DMU shall notify the new ex-officio member to take charge of the JFMC's member secretary or assistant secretary.

In case of any change in the office bearers of the Executive Committee, the DMU shall approve and notify the new EC. Accordingly, the official records should be updated and the banks shall be informed regarding the change of office bearers and their signature shall be updated in the bank for operating the bank account.

### **2.2.11 Meetings of Executive Committee**

**i. First Meeting of Executive Committee:** The first meeting of executive committee shall preferably be called either just after or next day of the election. Following decisions shall be taken in this meeting to initiate the functioning and operation of the JFMC:

1. JFMC should open two saving bank accounts in any nationalized, scheduled, rural or Co-operative bank. One account shall be dedicated for receiving NFMP Fund and the second account shall be operated for “Forest Sustainability Fund” which will be generated out of the user fee, penalty and interest or from any other source.
2. Discussion for finalizing the nominated members of the EC and share the list of possible names of the nominated members with DMU for approval.
3. Take decision about the next meeting of the EC, in which the EC shall discuss the JFMC guidelines/manual with all the members of the EC. (The Member-Secretary would get the names of ex-officio and nominated member approved from the DMU in the meantime).
4. Request the DMU Head to inform Deputy Commissioner, Superintendent of Police, and the District Advisory Committee (DAC) of the concerned district, about the formation and functioning of the JFMC and their association with the Project.

**ii. Subsequent Meetings:**

1. During the first two years of project implementation by a JFMC, EC shall meet every month on a fixed date/day to be decided by the JFMCEC. Thereafter, the frequency of EC meetings may be reduced to once every two/three months if so decided by the members. Efforts should be made to keep the day/dates of meetings adequately



## **2.3 INTERFACES BETWEEN DIFFERENT INSTITUTIONS**

### **2.3.1 JFMC and Villagers**

JFMC constitutes the general assembly of all adult members of the village who voluntarily consent to join the JFMC. All the adult members of the village are eligible to become the members of the JFMC and can enroll themselves as member of JFMC by paying the prescribed fee. The principle and method of sharing of benefits shall be discussed and decided in the GB meeting. The sharing of benefits could be based on household or individual irrespective of number of members from individual household as to be decided by the GB. This is very important to decide as it would have wider implication at the later stage of project implementation. It has been found that initially (when more input from the villagers are required both in the form of time and other resources) people do not participate in the process actively but later on demand equal share of benefits. To take care of such situations the JFMC would follow following principles:

- Those members who miss three consecutive meetings of GB may be deprived of the benefits, if GB so decides.
- Those members who do not contribute (physically or resource wise) as per the decision of JFMC or EC may be deprived of any benefit.
- Any member who flouts JFMC norms and rules frequently shall not be entitled to any benefit.

### **2.3.2 JFMC and EC**

1. EC is the constitution of elected/ selected representative of JFMC members and would be responsible and answerable to JFMC GB.
2. If any EC member feels that view of a member or group of members of GB is very vital and requires attention of the members such member/ members shall be invited to present his/her view.
3. All the information which EC should share with members shall be displayed on the notice board at the communication center or at the VC office or any public place in the village.
4. Chairperson shall indicate his/ her availability in the JFMC office, at least once every fortnight, for interacting with the JFMC members.

### **2.3.3 EC and FMU**

1. Member-Secretary is the most vital link between EC and FMU because of his ex-officio position.
2. She/ He shall be responsible to both JFMC and also to the project authorities.
3. NGO representatives will use their skills and familiarity with local situations to suggest FMU most accepted and viable ways of achieving project objectives and also would train and motivate members for required behavioral changes.
4. FMU Head shall make all efforts to have personal rapport with the Chairperson and all the executive committee members under his/ her jurisdiction and would listen to them, if they approach with any suggestion, demand or complaint.

### **2.3.4 JFMC and Other institutions**

1. JFMC, although mainly working with forest department and for the Project, may also undertake other independent activities, which will support the overall objective of project (development of forest and livelihood improvement).
2. Chairperson may represent JFMC in any forum.
3. The EC can take the lead in contacting other institutions and exploring the possibilities of partnership or association; subject to ratification by GB in its next meeting.
4. Chairperson or the Member-Secretary may represent JFMC in any meeting of other Government institutions. However, commitment, if any, made by the Chairperson/the Member-Secretary shall require approval of the competent authority.
5. DMU/ FMU/ EC shall encourage JFMC members to travel outside and participate in conference/seminar/ training programme on various relevant aspects.
6. Chairperson shall try to keep local community-based institutions, like, Watershed Committee, Village Health Committee, Village Education Committee etc. if any, fully informed and shall maintain good relations with them.
7. JFMC/ EC shall take the help of its nominated/ ex-officio members for availing the assistance from other institutions.

### **2.4 CONFLICT RESOLUTION MECHANISM**

Conflict is inherent in any association of human beings and JFMC is no exception to it. Sometimes such conflicts may pose a serious threat to the very existence of the JFMC. Appropriate and well-defined arrangement need to be established to avoid and solve various conflicts- social, technical, and legal, within the JFMC and between JFMCs. Agencies for resolving different kinds of conflicts need to be identified and a proper mechanism for redressal of grievances shall be put in place. In case of JFMCs, the conflicts may be of following types:

- i. Legal conflicts - related to land tenure issues, criminal, civil disputes
- ii. Social or political conflicts - related to social customs, religious beliefs and political leanings etc.
- iii. Technical conflicts - related to silvicultural issues or site selection for activities, selection of IGAs.

These conflicts generally arise when a common goal curtails individual benefits or freedom. Such conflicts may occur:

- i. Within the members of JFMCs (Intra-JFMC conflicts)
- ii. With neighboring villages/JFMC (Inter-JFMC conflicts)
- iii. With other external commercial or industrial interests.



- iv. With Government agencies.

Every JFMC shall have to evolve effective mechanisms for conflict resolution suiting to local requirement. This is a necessary pre-requisite for ensuring sustainability of JFMC. It can be expected that well-established and active JFMCs, with competence and trustworthy leadership within themselves, would be able to cope with internal conflicts very easily. However, for resolving conflicts with adjoining villages or other external agencies, help of a neutral mediator may become inevitable.

#### **2.4.1 Intra JFMC Conflicts**

The Chairperson and Member Secretary shall be responsible to bring such conflicts for discussion at EC meeting or by convening a special EC meeting for the purpose. The EC shall try to resolve the conflict in its meeting on its own. However, if it fails to resolve, the EC may form a committee of village elders/ respected villagers (may include villagers from other villages, provided all the parties at conflicts agree to their name) and the decision of such committee shall be binding.

#### **2.4.2 Conflicts with neighboring Villages or JFMCs**

Conflicts between two neighboring JFMCs, or a JFMC and a Village without JFMC may arise over boundaries etc. Inter-village conflicts shall be resolved through discussions and negotiations among leaders of the concerned villages for which JFMCs shall request FMU to organize a meeting of village leaders of the concerned villages. Each JFMC would be represented by its respective Chairperson, Member Secretary, and NGO etc. FMU Head would chair the meeting. If FMU Head is unable to resolve the conflict, DMU and DAC may intervene.

However, for any form of conflict which remains unresolved adhering to the above mechanism shall be addressed by the DMU Head. In such context, the decision of the DMU Head shall be binding on all parties.

### **2.5 MONITORING & EVALUATION**

In addition to monitoring and evaluation by the Project, JFMC shall have internal monitoring and evaluation mechanism to keep the project work on track and also inform members and all involved about their combined and respective individual performances. This shall help JFMC to increase its overall efficiency and transparency.

#### **2.5.1 Creation of Data Base and its Management**

An elaborate database would be maintained for the JFMC at FMU level regarding various aspects of the project in general, and JFMC activities in particular. Information on following aspects shall be maintained and regularly updated for the purpose of monitoring:



- i. All important project office orders/ communication with project or other institutions/ minutes of the meetings shall be kept at JFMC level.
- ii. JFMC History: A standard format for maintaining the history of each of the JFMCs shall be maintained at JFMC level and, such record will be maintained at FMU level. The format in general, shall have following aspects:
  - a. Demographical profile (initial data has to be taken from bench mark/ baseline study)
  - b. Economic status of individual members and of the village
  - c. Map of allocated forest area
  - d. Funds received from the Project and amount spent by the JFMC
  - e. Benefits accruing to the JFMC and members
  - f. Implementation status of Activities as proposed in the Micro-Plan

### **2.5.2 Indicators of Success**

Following indicators will be used to assess the performance of the JFMC as an institution. Each JFMC would be evaluated against each of the indicators by its members and by the project staff. Every evaluator would give marks out of 100 to the JFMC against each indicator. At the end, the average of all the score against indicators would decide the performance of a JFMC. The JFMC would be categorized in following categories based on the average score received by it.

S.No.	Score	Grade	Category
1	75 and above	A	Very Efficient JFMC
2	Between 50 and 74	B	Efficient JFMC
3	Between 49 and 30	C	Functional JFMC
4	Below 30	D	Non-functional JFMC

#### **Indicative Indicators for evaluation of JFMC:**

- i. Level of participation in JFMC meetings (% of members attending GB and EC).
- ii. Level of participation of minorities / marginalized members / women
- iii. Level of participation in activities of JFMC
- iv. Level of local resource mobilization by the members
- v. Level and type of participation in preparing and implementing micro-plan
- vi. Change in attitude and opinion of members about importance of Forests
- vii. Relationship between JFMC and Village Council, JFMC and other community-based organization
- viii. Impact on forest area
- ix. Non-occurrence of Forest Fires
- x. Occurrence and detection of Forest Offences in the JFMC area
- xi. Incidences of JFMCs providing information about forest offences in surrounding forests
- xii. Increase in income of members / types and number of alternate livelihood activities
- xiii. Types and sources of threats to JFMC and forests, if any

### **2.5.3 Monitoring at the level of JFMC**

- i. JFMC shall identify two members each from EC who, along with the Assistant Secretary, shall be trained in the monitoring process

- ii. The responsibility of collecting information and its documentation shall lie with such trained members; however, NGOs would primarily support them in collecting and recording required data/information
- iii. NGO Team would randomly verify and certify that data being reported are correct
- iv. This information would be open for public scrutiny and Member-Secretary, shall be responsible for keeping the information updated
- v. DFO-cum-DMU Head shall depute the officers from his office, from time to time, to ensure that the JFMC level data are maintained correctly
- vi. Monitoring of the project at the JFMC level will also be done by a committee headed by a village council member. The monitoring committee members will include a member of the executive committee and a nominee of the FMU head

## **2.6 COMMUNICATION AND PUBLICITY**

Success of any participatory effort is dependent on the people's opinion and their active and willing participation. Generally, if the programme is successful in one village/ pocket, its impact is not known outside the pocket. There is need for a proper communication and extension strategy to make the activities of JFMC known by others for spread effect. This will lead to following:

- i. The JFMC's accomplishments would be known by others and it would get appreciation by others
- ii. Appreciation by others would motivate all related with JFMC, particularly JFMC members and members of Executive Committee
- iii. This will also be provided to media for news items; lack of correct information, sometimes, lead to yellow journalism (journalists create news or biased reporting)
- iv. This would build up positive attitude about the Project
- v. This would have ripple effect and many more villages would adopt the forest management strategy being followed by the project village
- vi. Villagers or members shall know more about the forests, wildlife, and other natural resources and also about their scientific management
- vii. They shall also come to know about different government policies, rules, their rights and duties, and benefits available to them because of the project

### **2.6.1 External Communication and Publicity**

FMU and JFMC shall jointly plan for communication and publicity of its exemplary achievements, and intimate the DMU Head for highlighting these achievements through NFMP Newsletter and other means. DMU shall also encourage local artists to develop project-based content for traditional media, like folk songs, folk dances /folklores, etc. and to play on different occasions to highlight the project achievements.

### **2.6.2 Internal Communication**

All activities of the JFMC would be carried out from the JFMC office/meeting place. The JFMC office shall have a notice board and display boards. JFMC Chairperson/Member-Secretary would be responsible for its maintenance. All the notices, project decisions, Government orders, decisions of EC etc. would be displayed on notice board .Notice board shall also carry the information including dates of next meeting (both of GB and EC), date and time of availability of Chairperson in the JFMC Office.



### **2.6.3. Transparency**

Maintaining transparency in project planning and implementation is crucial in effective project management by the JFMC. In order to maintain transparency, the JFMC shall display its planned interventions/ activities in a common place of the village in form of wall writing. This wall writing shall include all the activities planned to be taken up in the village under NFMP and subsequently be updated once the activities completed. This information board shall contain the name of the activity, location, date of start, date of completion, number of beneficiaries etc. Similarly, in each work site one transparency board shall be installed mentioning the detail information about the activity.

In all such wall writing and transparency board the logo of NFMP and JICA shall be painted.

## **2.7 CAPACITY BUILDING**

The ability of JFMC to successfully reorient itself to the emerging needs of the community and the management of forests in the context of NFMP would largely depend on the attitude and capabilities of the members. Moreover, these behavioral components would require purposive and planned interventions.

### **2.7.1 Capacity Building for the JFMC**

Considering that merely formation of a committee and giving membership to villagers is not enough for efficient working of the JFMC, capacity building programmes shall be undertaken for selected members on various aspects through general (participatory decision making, communication skills) and skill-based trainings (accounting, vocational) and exposure visits (forest management and alternative livelihood options). The trainings will be provided within the JFMC or group of JFMCs through specially trained resource persons from Forest Department and NFMP entrusted teams.

### **2.7.2 Establishing a DMU level Spearhead team**

A “spearhead team” would be formed comprising of JFMC Chairperson and JFMC Vice Chairperson, FMU Head, Master Trainers from DMU, NGO Team Leader etc. and would be headed by DMU Head/ Nominee. Nominee of PMU would also be a member of this team. The main function of the Spearhead team would be to work out strategy for keeping the motivation of the JFMC high through interaction with JFMCs on rotational basis with latest information about successful interventions within the division and elsewhere in the project, new acts/rules, policies and livelihood options etc. Each DMU would organize special training programmes in finance and account management during the early part of project.

### **2.7.3 Workshops**

FMU would organize annual workshop at its headquarters, or in one of the JFMC doing exemplary works where EC members of all the JFMC, representative of divisional spearhead team, and representative from DMU will participate. The workshops shall usually have presentations by JFMC Heads/ members covering achievements during the last year and then planning for the coming year, and then talks by FMU Head, Spearhead team members, and by DMU Head. The purpose of such workshops is to provide JFMC leaders an opportunity to meet and know about the works being done by other JFMCs, and to provide a situation where vertical interaction becomes possible and where community leaders are most comfortable.



## CHAPTER 3 - ACCOUNTING PROCEDURE OF JOINT FOREST MANAGEMENT COMMITTEES

Implementation of NFMP at the village level is to be based on the principle of Joint Forest Management, wherein decision-making and resource management is to be decentralized and the Joint Forest Management Committees (JFMC) will be empowered to implement the project. The Operation Manual also mandates the formulation of JFMC management manual and its accounting procedure. Therefore, for easy and robust financial management of the committees, following procedure is prescribed:



### 3.1 BANK ACCOUNT OF THE COMMITTEE

There could be two main sources of income/funding of the JFMC.

- i. Where the Committee receives grant for a specific work from NFMP, such an amount will be kept in an account called ".....(Name of Village) JFMC".
- ii. The second account shall be in the name of **Forest Sustainability and Development Fund (FSDF)**, which will be for funds/income received from all other sources other than from NFMP Project. For this purpose, a separate account, called ".....(Name of JFMC) FSDF", will be opened. Contributions to Village FSDF will come from JFMC membership fee, bank interest, user fee/rent from the assets created under the Project and other JFMC assets, rewards, sale of surplus forest produce from the assigned forest, and similar other receipts.

### 3.2 PARTICULARS OF EXPENDITURE TO BE DONE BY THE COMMITTEE

Just like the income, the expenditure can also be divided into 2 categories depending on its purpose. Under the JFMC Account, the funds received from NFMP shall be utilized only for the purpose for which it has been sanctioned by the project. Expenditure from the Forest Sustainability and Development Fund can be incurred as per the resolutions of the JFMC in any matter as they wish. However for initial two years no funds from the FSDF account shall be withdrawn. The guideline for utilization of FSDF would be issued later.

### 3.3 DOCUMENTS TO BE MAINTAINED BY THE COMMITTEE

#### 3.3.1 Cash Book

1. Separate cashbooks shall be maintained for each of the two accounts operated by the JFMC. The cashbook shall be maintained in **Accounts Form 3.1**.
2. The first page of each Cash Book shall have a following certificate jointly signed by
  - a. For JFMC Account: Member Secretary and Chairperson
  - b. For Forest Sustainability Fund Account: Member Secretary and Treasurer

Each should bear the following sentence:

*“This Cash book contains ---- number of pages numbered from page 1 to ----.  
All these pages have been numbered and have been seen by me.”*

3. The amount available at the beginning of the month both in Bank A/c and in cash shall be shown as **Opening Balance**.
4. Details of Receipts and Expenditure during the month shall be shown separately.
5. Name of the work(s) for which an amount is received will be entered in the Cash Book along with the Cheque number and date and the institution/department from where the amount is received.
6. At the end of the month, the amount available in Bank A/c and in cash shall be tallied with the book balance after accounting for opening balance, receipts and expenses during the month. This amount shall be clearly mentioned as **Closing Balance**. The same closing balance of this month will be opening balance for the next month. The Chairperson and the Secretary shall record a certificate to that effect.
7. The interest earned on amount in the Bank shall be updated in the pass book and accordingly entries in the cash book shall be made.

#### 3.3.2 Fixed Assets Register

Details of all works executed and all equipment/items acquired by the committee shall be maintained in Assets Register in **Accounts Form 3.2**. Details viz; year of construction/acquisition, cost, measurements, amount received and source, technical details, make (Brand) etc. shall be mentioned for each asset. This will be verified by the Chairperson and the Secretary and, inspecting officers shall enter their remarks in the Assets Register. On complete utilization of a perishable item, a note to that effect shall be entered in the register.

#### 3.3.3 Money Receipt Book

All types of receipts to JFMC from outside the village should be in the form of cheques/draft/ e-transfer. The receipts to FSDF account may be either in cash or by cheque. Treasurer shall issue Money Receipts for all amounts received by the JFMC for both the accounts. The receipt will be issued in **Accounts Form 3.3** in triplicate. The first copy will be given to the person/institution paying the amount, the second copy will accompany the voucher and the third copy will remain in the book as counterfoil.

#### 3.3.4 Voucher

The Committee shall prepare a voucher in duplicate for the amount disbursed as mentioned in **Accounts Form 3.4**. Original Copy of the voucher shall be with the JFMC while the duplicate copy will be sent to the FMU/DMU with monthly Accounts/ SoEs. Name of the sanctioned work/head of account, description of the work and names of laborers or other payee shall be mentioned on the vouchers. Complete details of each voucher along with the Voucher number and date shall be entered in the Cash Book as well as in the Ledger. All vouchers shall be kept safe. For works being executed

by the committee out of funds received from Forest Department or other departments/institutions, Utilization Certificates and Completion Reports, in the formats prescribed by these departments/institutions, shall be submitted to them and a copy kept in the records of the Committee. As an evidence of payment, the JFMC shall collect cash memo/ receipt from the supplier/ vender whenever available. This cash memo/ receipt shall be attached to the voucher as a supporting document.

### **3.4 MONTHLY REPORTING OF EXPENDITURES MADE BY JFMC**

A progress report jointly signed by the Chairperson and the Member Secretary, for amounts received from NFMP and disbursed from JFMC account shall have to be submitted to the FMU/DMU Head every month, along with head-wise statement of expenditure (SoE).

### **3.5 DRAWL OF AMOUNT FROM THE ACCOUNTS OF THE COMMITTEE**

#### **3.5.1 JFMC Account:**

- An amount in excess of Rs.50,000/- cannot be drawn from this account at a time. The second drawl for any work shall be done only after utilization of the amount drawn before.
- An amount in excess of this limit can be drawn only under the written authorization from DMU Head.
- The cheques shall be issued under the joint signatures of Chairperson and the Member Secretary.
- The above prescribed limits on drawl shall not be applicable to Account Payee cheques.

#### **3.5.2 FSDF Account:**

- Drawl from this account can be done only for works approved by the Executive Committee of the JFMC.
- An amount in excess of Rs.50,000/- cannot be drawn from this account at a time.
- The cheques shall be issued under the joint signatures of the Treasurer and the Secretary.

### **3.6 AUDIT**

Both the JFMC account and FSDF account shall be audited by any agency specified by the NFMP PMU.

## FORMS

**Form 2.1**  
(Para 2.1.5)  
**RESOLUTION**

We, the following villagers of Village: \_\_\_\_\_,  
Block: \_\_\_\_\_ District: \_\_\_\_\_ hereby resolve to  
abide by the provisions of the Nagaland Forest Management Project (NFMP) hereinafter  
called the Project; and desire to form a Joint Forest Management Committee (JFMC) for  
protection and management of forest and other land resources in the village  
jurisdiction/ownership area, and undertake activities under the Project and also work for  
increasing income either from the existing livelihood options or by adding new ones. We also  
undertake that no action of committee shall contravene any provision of NFMP, Provisions of  
the Nagaland Forest Act, 1968, the Wildlife (Protection) Act, 1972 and all other Forest Acts  
and Rules in force. In case of failure to comply with any of the conditions laid down in the  
above said Resolution or the NFMP JFM Management Manual by any of the members of the  
JFMC, the membership of such member may be terminated and such a member shall not be  
allowed to have any incentive, benefit, and privilege which are available to the JFMC  
members. Even in the case of the society getting registered under The Societies Registration  
Act, 1860, the above commitment shall be honored, and in case the committee does not  
perform as per the expectation of the Project, the project can withdraw its assistance to JFMC,  
in addition to taking such other action(s) it deems suitable.

Date : .....

Place : .....

S.No	Name of Villagers	Signature

Copy forwarded to the FMU Head \_\_\_\_\_ FMU for information and necessary  
action.

Date : .....

Place : .....

**Deputy Ranger/Forester/Forest Guard**

**Form 2.2**

(Para 2.1.5)

**Inclusion of JFMC in Nagaland Forest Management Project (NFMP)**

We, on behalf of \_\_\_\_\_ (name of JFMC), resolve to abide by the guidelines under the **Nagaland Forest Management Project (NFMP)**, and desire to be the part of the project. The JFMC shall continue to work according to the provisions of the Nagaland Forest Act, 1968, the Wildlife (Protection) Act, 1972 and all other Forest Acts and Rules in force. In case the Committee does not perform as per the expectation of the project, the project can withdraw its assistance to JFMC, in addition to such other action as it deems suitable.

Date: .....

Place:.....

**Executive Committee Members:**

S.No	Name of Villagers	Signature

**(Vice-Chairperson)**

**(Chairperson)**



**Form 2.3**

(Para 2.1.5)

**Recommendation of FMU Head**

In enclosing herewith the Resolution dated \_\_\_\_\_ of  
Village: \_\_\_\_\_, Block: \_\_\_\_\_  
District: \_\_\_\_\_ and after considering the proposal of the **Deputy  
Ranger/Forester/Forest Guard**, I hereby recommend for formation of \_\_\_\_\_  
Joint Forest Management Committee (JFMC). The forest area assigned to JFMC will be as per  
the village jurisdiction/ownership.

**Range Officer-cum-FMU Head**

\_\_\_\_\_ Range

**Form 2.4**  
(Para 2.1.5)

Office of the DMU Head \_\_\_\_\_ Division

Office Order No. \_\_\_\_\_ Date \_\_\_\_\_

After considering the proposal of FMU Head \_\_\_\_\_ Range vide his Memo No. \_\_\_\_\_ dated \_\_\_\_\_ and after taking into account all relevant factors about the feasibility, the Joint Forest Management Committee (JFMC) with the name

\_\_\_\_\_ JFMC for \_\_\_\_\_ village, in Block: \_\_\_\_\_ District: \_\_\_\_\_ is hereby constituted for protection and management of forest and other land resources in the village jurisdiction/ownership area.

This Joint Forest Management Committee (JFMC) has been assigned Registration No. \_\_\_\_\_ of \_\_\_\_\_ Forest Division.

**DFO-cum-DMU Head**  
\_\_\_\_\_ Division

Memo No. \_\_\_\_\_ Dated \_\_\_\_\_

Copy forwarded to:

1. The FMU Head of \_\_\_\_\_ Range/
2. Chairperson/Member Secretary of \_\_\_\_\_ JFMC
3. Chairman, Village Council \_\_\_\_\_ for information and necessary action
4. DFO-cum-DMU Head \_\_\_\_\_ Division

DFO-cum-DMU Head  
\_\_\_\_\_ Division

**Form 2.5**

(Para 2.1.5)

**Memorandum of Understanding**

1. We the members of the Executive Committee of the Joint Forest Management Committee (JFMC) of \_\_\_\_\_ village do hereby undertake individually and collectively to perform the duties and shoulder the responsibilities as detailed in the Nagaland Forest Management Project for proper protection and management of the forest areas as per the schedule given hereunder and also to get / share the benefits among the members (individually or collectively).

- i. Name of the JFMC: \_\_\_\_\_
- ii. District: \_\_\_\_\_
- iii. Forest Division: \_\_\_\_\_
- iv. Forest Range : \_\_\_\_\_
- v. Police Station: \_\_\_\_\_
- vi. Village: \_\_\_\_\_
- vii. Boundaries of the Village area:
  - North \_\_\_\_\_
  - East \_\_\_\_\_
  - South \_\_\_\_\_
  - West \_\_\_\_\_

2. We understand that the benefits, incentives and privileges as detailed in the aforesaid Project shall be allowed only upon satisfactory observance of the duties, responsibilities and functions by this Executive Committee and by the members of the Joint Forest Management Committee (JFMC). We undertake not to contravene any Forest Act or Rules, Government Resolutions in force in the state of Nagaland.

3. The Project shall make all efforts to facilitate the process of project implementation and provide funds and technical inputs as provided in the Project, and would not take / impose any decision without taking the JFMC into confidence.

4. The JFMC shall be responsible for all the fund received from the Project, and income generated from JFMC assets and for their proper utilization and accounting.

5. In the event of detection of any financial irregularity or activities contrary to the Project objectives, or violation of the provisions of the Project or the Forest Acts/Rules, the FMU shall conduct preliminary enquiry, and shall, with the approval of the DMU, freeze the account of the JFMC and discontinue the activities under the project, and take such other action(s) as it deems suitable.

6. Both of the parties accept the JFMC Management Manual and Operational Manual of the Project and will work as per the manuals and in the interest of project and community for achieving the Project goals.

7. We have understood our (individual and collective) duties and responsibilities and would work for the Project and for the benefits of members. It is hereby agreed that this MoU will come into effect from \_\_\_\_\_.

**JFMC Manual**

Signature of the Chairperson  
\_\_\_\_\_JFMC

Signature of the FMU Head  
\_\_\_\_\_Range

Witness:

Name

Address

Signature

Memo No.....

Date.....

Copy forwarded to the DFO-cum-DMU Head \_\_\_\_\_ Division for information with  
reference to his O.O. No. \_\_\_\_\_ dated \_\_\_\_\_ (regarding  
constitution of JFMC)

**FMU Head**  
\_\_\_\_\_ **Range**

**Form 2.6**

(Para 2.1.12-iv)

**Register for Record of Meetings**

..... JFMC; .....FMU; .....DMU

A. Content: (first page)

S.No.	Date of Meeting	Name of Meeting (GB/EC/Special Meeting etc.)	Page No.	Resolution No.

B. Proceedings of Meetings

- Subject of discussion:
- Decision(s) taken:
- Responsible person to (agenda) take decision forward

Signatures of Members Present

**Executive Committee Members:**

S.No.	Name	Signature

Signature of Member-Secretary

Signature of Chairperson

Nagaland Forest Management Project



## Form 3.1

Name of JFMC:

.....  
 FMU/Range : ..... DMU : .....

**CASH BOOK**

DEBIT (Receipts)					CREDIT (Expenditures)				
S.No	Date	Paying Institution/Department	Details of Amount Received	Amount (Rs.)	S.No.	Voucher No.	Date	Details of Work	Amount (Rs.)

Abstract at the end of the month:

Opening Balance of the Month: Rs. ....

Amount Received during the Month: Rs. ....

Total amount available in the month: Rs. ....

Amount Spent during the month: Rs. ....

Balance at the end of the month: .....

In the Bank: Rs. ....

Cash: Rs. ....

Total: Rs. ....

(Chairperson)

(Member Secretary)

**Nagaland Forest Management Project**

**Form No.3.2**

Name of JFMC:

.....  
.....

FMU/Range: ..... DMU:.....

**REGISTER OF FIXED ASSET**

S.No.	Description of Assets	Quantity	Date of Purchase/ Year of construction	Invoice/ Voucher No	Value per Unit (Rs.)	Total Value (Rs.)	Signature of Chairperson/ Member Secy.

**Nagaland Forest Management Project**

**Form No.3.3**

Name of JFMC:

.....

.

FMU/Range: ..... DMU: .....

.....

Book No.: .....

Receipt No.: .....

**MONEY RECEIPT**

Received with thanks from

.....

.....an amount of

Rs.....(in words.....only)

by cash/cheque/DD/Electronic transfer no.....

dated.....on account of .....

Date:

Signature of Treasurer:

Name:

Seal/Stamp

## Nagaland Forest Management Project

## Form No.3.4

## Voucher

Name of JFMC:

.....

FMU/Range: ..... DMU:

.....

Voucher no.: ..... Date:

.....

Name of The sanctioned work/Head:

.....

S.No.	Details of Work and name of Payee	Amount (Rs.)
	a. Name of the work/ material: _____ b. Area/ Quantity: _____	
	Total Amount	

Payment has been received for the above-mentioned works/ material/ wage and amount.

Signature :

Name :

Certified that the above-mentioned works were done /materials were purchased, measured and entered in plantation journal/Nursery Register/ JFMC Proceeding Register no..... page .....

(Assistant Secretary)

Certified that the above mentioned works/ materials were verified, found to be as per provisioned in the project and hence an amount of Rs. ....(in words Rupees.....only) has been passed for payment.

(Member Secretary)

**Nagaland Forest Management Project  
Muster Roll**

JFMC Name:  FMU Name:  DMU Name:

Name of the Work:  Location:  Muster Period:

Sl. No.	Name of the Worker	Father's/ Husband's Name	Sex	No. of days worked	Amount Paid (Rs.)	Signature	Remarks
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
<b>TOTAL</b>							

It is certified that an amount of Rs. \_\_\_\_\_ (in words \_\_\_\_\_) paid towards wage for the muster period from \_\_\_\_\_ to \_\_\_\_\_ employing \_\_\_\_\_ number of workers and generating \_\_\_\_\_ number of person days (male \_\_\_\_\_ & female \_\_\_\_\_).



**Disclaimer:**

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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

