

**OPERATION MANUAL  
FOR IMPLEMENTATION  
OF**

**Project for Improvement of  
Himachal Pradesh Forest Ecosystems Management  
& Livelihoods**

**Funded By:  
JAPAN INTERNATIONAL COOPERATION AGENCY**

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# **PREFACE**

Japan International Cooperation Agency (JICA) assisted “Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods” is being implemented in six districts i.e Kinnaur, Shimla, Bilaspur, Mandi, Kullu and Lahaul & Spiti. The project period is 10 years from 2018-19 to 2027-28. It will be implemented in 61 Ranges of 18 Divisions falling in jurisdiction of 7 Forest Circles and the activities will be carried out both in PFM as well as departmental mode through 400 VFDS and 60 BMC subcommittees. The Project would be implemented through Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh (registered on 09-07-2018 under HP Societies’ Registration Act 2006).

To provide for strategic & operational framework and administrative and financial guidelines for implementing all the interventions in the project as per regulations of the Society in consonance with Government rules and regulations this operation manual has been prepared.

This Operation Manual has been approved by the High Power Committee (constituted for the project) Chaired by Chief Secretary of Himachal Pradesh on 01.08.2018. This Operation Manual will give a fair idea of the concept, organizational structure, role-responsibilities, powers, duties and functions, of various authorities and functionaries in HPC, GB, EC, PMU, FCCU, DMU, FTU, VFDS, BMC-sub-Committees, NGO’s and SHG’s/CIG’s. This Operation Manual also includes the performance appraisal system of Officers/Staff on deputation/under contract, with the PMU/FCCU/DMU/FTU, delegation of various administrative and financial powers to the officers of PMU, DMU and FTU, the detail of accounting system to be followed at various levels, the detail of reporting and monitoring at different levels, procedure and guidelines for procurement of goods and services. However it is clarified that in view of the sanctions conveyed by GoHP some variations in the actual provisions of staff etc made in the implementing units and that provided for in this document might be noticed. Unless otherwise mentioned in this manual, the rules, GOs and instructions issued by Himachal Pradesh Forest Department and Government of Himachal Pradesh would be applicable.

This Operation Manual is a living or dynamic document, with room for subsequent revisions, alterations, additions and improvements with the mutual consent of all the parties.

Chief Project Director  
Project for Improvement of Himachal Pradesh  
Forest Ecosystems Management & Livelihoods

## CHAPTER - 1

### ABOUT THE PROJECT

#### 1. Background

The state of Himachal Pradesh (HP) is located in the North India at the foot of Himalayas, with the geographical area of 55,673km<sup>2</sup> and the population of 6.865 million (2011 Census) of which 5.71% is the scheduled tribes (ST) and 25.19% is the scheduled castes (SC) . In HP, the ratio of the notified (legal) forest area is high, and 66.52% of its geographical area is recorded as the notified forest area such as the reserved forest and the protected forest. Furthermore, 22.57% of the notified forest area (15.01% of the state geographical area) is designated as the protected area, such as the national park and the wildlife sanctuary. In general, HP mostly consists of mountainous area (elevation between 350 – 6,800m), except for plain areas prevalent in the southern border of the state. Within the state, forest vegetation is characterized by pine dominated coniferous forests; oak dominated broad leaves deciduous forests, and mixed forests. According to the Atlas Forest Type of India 2011, 39 forest types are recorded within the state. Due to its undulating topography, the state possesses various types of ecosystems, mainly forest ecosystems, and the ecosystem and biodiversity conservation including water source conservation and rare species protection is viewed as one of the important actions required in HP. Based on the analysis of 2013 satellite imageries, the forest/ tree cover ratio of the entire state was 27.76% (15,453km<sup>2</sup>), of which 5.79% was very dense forests, 11.46% was moderately dense forests, 9.14% was open forests, and 1.36% was tree covers. HP has formulated the State Forestry Sector Policy in 2005, and set the target state forest/ tree cover ratio of 35.5% (from the actual ratio of 27.1% at that time). However, at the entire state level, there are not much of significant increases in forest/ tree cover. Since 90% of the state population resides in the rural areas, and rural populations tend to be more dependent on forest and other natural resources, there are concerns within the state for further burdens to natural resources due to increase in population and adverse impacts to ecosystem including forest degradation/ pasture decrease resulting from drivers such as illegal logging and overgrazing. Sustainable forest/ ecosystem managements and livelihood improvement of local communities are becoming one of key issues in the state. Under the circumstances, the Government of India requested JICA to support the Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods (the Project) for promoting sustainable forest management and socio-economic development in the forest based ecosystem areas within HP. Based on the request, Japan International Cooperation Agency (JICA) decided to dispatch a study team to undertake the preparatory study of the Project (the Study) to examine the Project's eligibility for a Japanese Yen Loan project.

|                         | Area (Sq Km) | % on Total Geographic Area |
|-------------------------|--------------|----------------------------|
| Very Dense Forest       | 3224         | 5.79                       |
| Moderately Dense Forest | 6381         | 11.46                      |
| Open Forest             | 5091         | 9.14                       |
| <b>Total</b>            | <b>14696</b> | <b>26.40</b>               |

The forest cover of HP based on the interpretation of satellite data of October 2013 to February 2014 as per the India State of Forest Report (ISFR) 2015 is 14,696 km<sup>2</sup> which is 26.40% of the state's geographical area. In terms of forest canopy density classes, the state has 3,224 km<sup>2</sup> (5.79%) very dense forest, 6,381 km<sup>2</sup> (11.46%) moderately dense forest and 5,074 km<sup>2</sup> (9.14%) under open forest. Around 757 km<sup>2</sup> is area under 'Trees outside forests' and the forest/tree cover of HP sums up to 27.76%.

The above tabulated data shows that major part of the HP forest is very poorly stocked & degraded (majority being Moderately Dense Forest (MDF) & open forests). These forest fringe areas have also become degraded, and if the problem of their degradation is not addressed, their regeneration in future may become beyond redemption.

Against the above background, the overall goal of the Project is to contribute to eco-restoration and development of forest resources, by empowering the community through their improved livelihood and income generation, and also mitigating the risks of sediment disaster in highly vulnerable forest areas in future, by capacity building of forest department and use of better technology for the treatment of slope failures and land erosion. To achieve this goal, the Project adopts the following basic approaches:

1. Empowering forest-fringe communities, particularly women, through sustainable livelihoods and ensuring positive involvement of rural people in managing their own environment.
2. Strengthening community institutions such as VFDS and Biodiversity Management Committees (BMCs)/subcommittees.
3. Alleviating poverty of the rural poor through income generating interventions.
4. Planning and implementing site specific technical and scientific forestry interventions, including soil and moisture conservation, restocking of degradation areas through appropriate Silvi-cultural operations utilization of the inherent potential of available root stock, under planting with suitable species, block plantations in blank patches.
5. Promoting inter- sectoral convergence (ISC).
6. Interventions to be planned and implemented by VFDS/JFMCs and Biodiversity Management Committee/subcommittees (Micro planning).
7. Capacity Development of Himachal Pradesh Forest Department and VFDS/JFMCs.
8. Promoting forest-based and non-forest based enterprises (such as the value addition and marketing of medicinal & aromatic plants, etc.) to generate sustainable employment, develop industries and enhance the value of forests.
9. Caring for the socially disadvantaged groups in the society, such as scheduled castes, Scheduled Tribes, forest dwellers, women and other vulnerable people through proper safeguard measures as per the JICA guidelines and applicable Indian laws and regulations.
10. Institution capacity strengthening of Forest department and its personnel.

## **1. SCOPE OF THE OPERATION MANUAL**

### **Scope**

PMU being an autonomous registered society within Himachal Pradesh Forest Department, exclusively established for implementation of the Project, it is necessary to have a set of financial and administrative guidelines and regulations for the society, to carry out various activities of the project, in consonance with Government rules & regulations. This Operation Manual (OM) provides the strategic & operational framework for implementing all the interventions of the Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods.

This Operation Manual includes the following:

1. The organizational structure of the PMU.
2. The role, responsibilities, power, duties and functions of various authorities in HPC, GB, EC, PMU, FCCU, DMU, FTU, VFDS, BMC-sub- Committees, NGO's and SHG's/CIG's.
3. The role, responsibility, power, duties and functions of various functionaries employed on contract or by deputation in PMU, FCCU, DMU & FTU.
4. The system of performance appraisal of officers/staff on deputation/under contract, with the PMU/FCCU/DMU/FTU.
5. The delegation of various administrative and financial powers to the officers of PMU, DMU and FTU.
6. The detail of accounting system to be followed at various levels.
7. The detail of reporting and monitoring at different levels.
8. Procedure and guidelines for procurement of goods and services.

### **(A) Authority**

The OM is a binding instrument for all the Project units, as far as utilization of funds and implementation of project components is concerned. Unless otherwise mentioned in this manual, the rules, GOs and instructions issued by Himachal Pradesh Forest Department and Government of Himachal Pradesh would be applicable.

### **(B) Approval and Amendment**

This OM is consistent with and has to be read with and applied in conjunction with the agreed Minutes of Discussion (MoD), signed jointly between JICA and GoI (MoEF&CC). It is a living or dynamic document, with room for subsequent revisions, alterations, additions and improvements with the mutual consent of all the parties. All such revisions shall be notified in writing to all the concerned as soon as such modifications are affected.

The HPC shall act as highest decision making body of the Project at State Government level and will not form part of the autonomous Society for Project implementation. Governing Body and General Body of the Project would be the decision making bodies for the Project within Society as per the provisions in the HP Societies Registration Act, 2006. This OM could be reviewed by HPC at midterm of Project (after 4<sup>th</sup> year) and amended OM could be utilized for remaining Project period. JICA should be informed for such amendments in the OM.

If there exists any discrepancies/contradictions between this OM and Minutes of Discussion (MoD), the provisions of the MoD shall prevail.

**(C) Project Period**

Project period is 10 years, from April, 2018 to March, 2028 having three phases, preparatory phase for two years, implementation phase for six years and phase out phase for two years.

**2. PROJECT COMPONENT/SUB-COMPONENT**

| <b>COMPONENT 1: Sustainable Forest Ecosystem Management</b> |   |          |                       |
|---|---|----------|-----------------------|
| <b><u>Participatory Forest Management (PFM) Mode</u></b>    |   | <b>1</b> |                       |
| 1.  | Micro plan preparation  |          | 400 plans             |
| 2.  | Improvement of Moderately Dense Forest (ANR including in-situ SMC work)         |          | 1,322 ha              |
| 3.  | Improvement of open/scrub forest (Block plantation including in-Sutu SMC works) |          | 1,722 ha              |
| 4.  | Eradication of Invasive Species   |          | 161 ha                |
| 5.  | Improvement of Pastures/Grasslands including in-situ SMC works                  |          | 360 ha                |
| 6.  | Forestry Intervention outside Forestry Area                                     |          | 340 ha                |
| 7.  | Training of VFDS  |          | 400 VFDS              |
| <b><u>Departmental Mode</u></b>                             |   | <b>2</b> |                       |
| 1.  | Tending Operation for Improvement of Existing Forests                           |          | 1,000 ha              |
| 2.  | Improvement/Densification of Moderately Dense Forest                            |          | 2,326 ha              |
| 3.  | Afforestation/Improvement of Open/Scrub Forests                                 |          | 2,139 ha              |
| 4.  | Improvement of Pastures/Grasslands  |          | 242 ha                |
| 5.  | Improvement of Nurseries  |          | 61 Nurseries          |
| <b>Component 2: Biodiversity Conservation</b>               |   |          |                       |
| <b><u>Scientific Biodiversity Management</u></b>            |   | <b>1</b> |                       |
| 1.  | Rapid Response Team   |          | 16 units              |
| 2.  | Pilot Project on Biodiversity Corridor  |          | 1 time                |
| 3.  | Basic study for designing Biodiversity Census                                   |          | 1 time                |
| <b><u>Community Based Biodiversity Management</u></b>       |   | <b>2</b> |                       |
| 1.  | Micro Plan Preparation  |          | 60 plans              |
| 2.  | Community Based Biodiversity Management   |          | 60 BMC Sub-Committees |
|   | Biodiversity Conservation Activities  |          | 60 BMC sub-committees |
|   | Training of BMC sub-committee   |          | 60 BMC sub-committees |

| <b>Component 3: Livelihood Improvement Support</b>   |   |
|--|---|
| <p><b><u>Community Development</u></b><br/>Implementation of Community Development Activities<br/>Training Programmes for Community Development</p> <p>Pilot Project on Hydro Cultural Fodder Production</p> <p><b><u>NTFP Based Livelihood Improvement</u></b><br/>Establishment of Jadi Buti Society<br/>Identification of Clusters<br/>NTFP Assessment</p> <p><b><u>Non-NTFP Based Livelihoods Improvement</u></b><br/>Implementation of Household/Community Level Livelihood Improvement<br/>Training of Staff and SHGs/CIGs</p> | <p><b>1</b><br/>400 VFDS and 60 BMC sub-committees<br/>400 VFDS and 60 BMC sub-committees<br/>1 time</p> <p><b>2</b><br/>1 unit<br/>11 clusters<br/>11 assessment</p> <p><b>3</b><br/>920 SHGs/CIG<br/>920 SHGs/CIG</p> |
| <b>Component 4: Institutional Capacity Strengthening</b>   |   |
| <p><b><u>Strengthening of Project Implementation</u></b><br/>Establishment of PMU/FCCU/DMU/FTU</p> <p><b><u>Monitoring &amp; Evaluation</u></b><br/>Establishment and Operationalising M&amp;E System<br/>Enhancement and Promotion of GIS/MIS/ICT</p> <p><b><u>Phase out</u></b><br/>Phase-out Training for VFDS and BMC<br/><br/>Phase-Out Training for SHGs/CIGs</p>  | <p><b>1</b><br/>1 PMU/ 7 Circles/18 Divisions/61 FTUs</p> <p><b>2</b><br/>1 set<br/>1 Set</p> <p><b>3</b><br/>400 VFDSs and 20 BMCs<br/>920 SHGs/CIG</p>  |

### **3. PROJECT TARGETS**

No of target VFDS/JFMCs: 400

No of BMCs: 20 and 60 BMC –sub- Committees

No of SHGs/CIG to be trained: 920

The Project shall target on 56 Territorial Ranges and 5 Wild Life Ranges in 16 Territorial Divisions and 2 Wild Life Divisions.

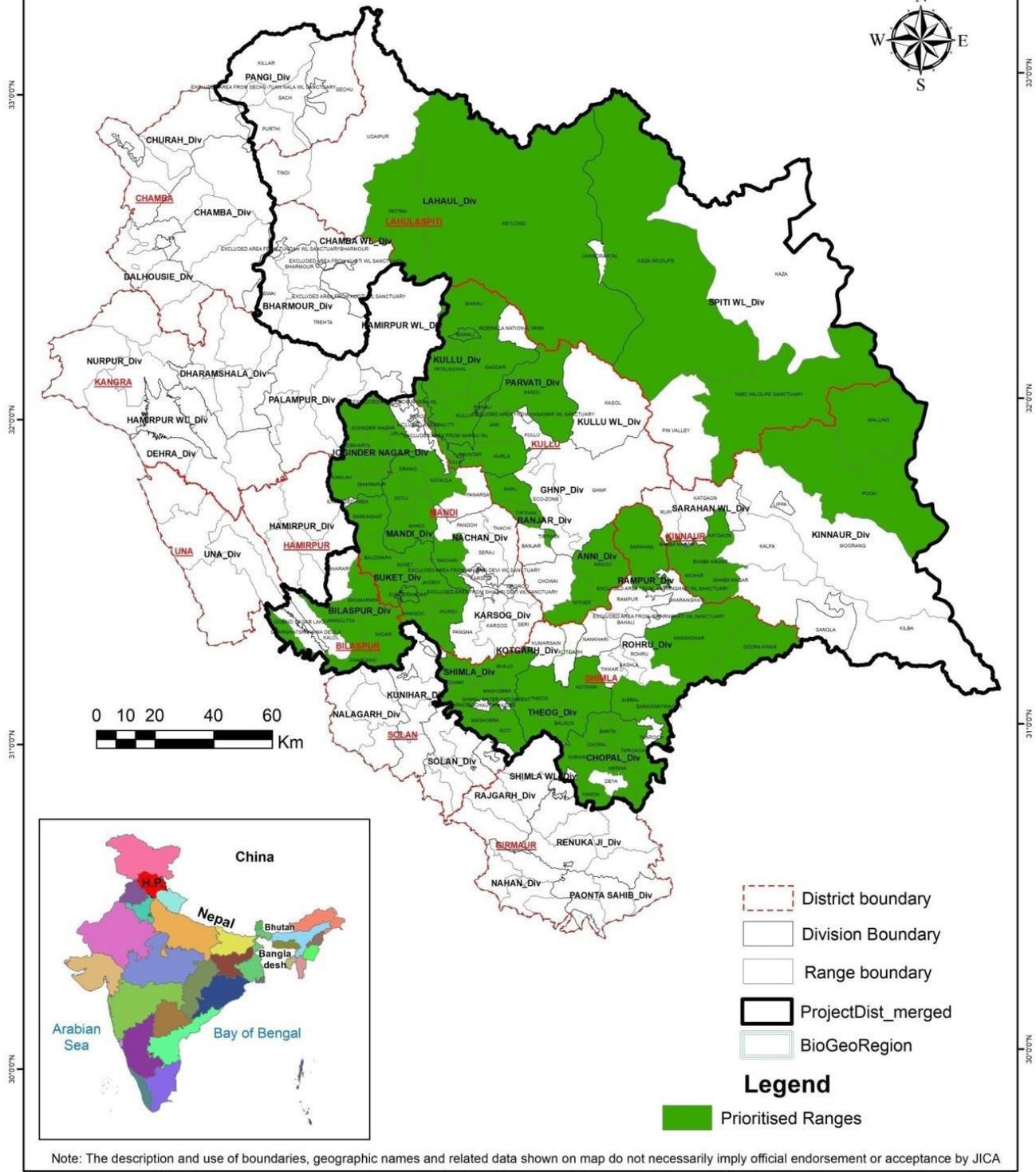
**4. Project Targets Areas:** Panchayats and subsequently Wards would be selected for Project intervention based on the determined criteria in the following Circles/Divisions/Ranges:-

| <b>Division</b><br>(Circle)         | <b>Range</b>  | <b>Division</b>                         | <b>Range</b>   |
|-------------------------------------|---|---|--|
| Bilaspur<br>(Circle – Bilaspur)     | Sadar<br>Ghumarwin<br>Swarghat<br>Jhanduta                    | Ani<br>(Circle – Rampur)                | Arsoo<br>Nither  |
| Mandi<br>(Circle – Mandi)           | Drang<br>Kotli<br>Mandi<br>Kataula                            | Rampur<br>(Circle – Rampur)             | Sarahan  |
| Nachan<br>(Circle – Mandi)          | Nachan  | Kinnaur<br>(Circle – Rampur)            | Katagaon<br>Nihar<br>Bhabanagar<br>Malling<br>Pooh   |
| Suket<br>(Circle – Mandi)           | Baldwara<br>Jhungi<br>Kangoo<br>Sarkaghat<br>Jaidevi<br>Suket | Shimla<br>(Circle – Shimla)             | Mashobra<br>Taradevi<br>Koti   |
| Jogindernagar<br>(Circle – Mandi)   | Dharnpur<br>Ladbharol<br>Jogindernagar<br>Urla<br>Kamlah      | Theog<br>(Circle – Shimla)              | Balson<br>Theog<br>Kotkhai   |
| Kullu<br>(Circle – Kullu)           | Kullu<br>Patalikuhah<br>Manali<br>Naggur<br>Bhutti            | Rohru<br>(Circle – Shimla)              | Jubbah<br>Khashdhar<br>Saraswatinagar<br>Dodra Kwar  |
| Parbati<br>(Circle – Kullu)         | Bhuntar<br>Jari<br>Hurla                                      | Chopal<br>(Circle – Shimla)             | Bamta<br>Nerwa<br>Chopal<br>Sarain<br>Kanda<br>Throach   |
| Banjar (Seraji)<br>(Circle – Kullu) | Sainj<br>Tirthan  | Kullu Wildlife<br>(Circle – GHNP)       | -Sundernagar Wildlife<br>Range (Bandli WLS)<br>-Manali Wildlife Range<br>(Kias and Manali WLS)<br>-Kullu Wildlife Range<br>(Khokhan WLS) |
| Lahaul<br>(Circle – Kullu)          | Pattan<br>Keylong   | Spiti Wildlife<br>(Circle – Shimla(WL)) | -Kaza Wildlife Range<br>(excluding Chandertal<br>WLS)<br>-Tabo Wildlife Range  |

76°00'E 77°00'E 78°00'E 79°00'E

# HIMACHAL PRADESH

## Prioritised Ranges and Protected Areas



Source: Prepared by JICA Study Team (2017)

76°00'E 77°00'E 78°00'E 79°00'E

## **CHAPTER 2**

### **ADMINISTRATION**

#### **2.1 INTRODUCTION**

For smooth implementation of the Project, Government of Himachal Pradesh has constituted Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P. an autonomous organization. The Society has been registered on 09-07-2018 under Registration of Societies Act, 2006, with Registrar of Societies, Government of Himachal Pradesh. The registration number of societies is 1240/2018. The certificate of Registration together with the Memorandum of Association and Articles of Association of the Society is annexed with this document as Annexure 'A'. The society has the following founding members/office Bearers (ex officio):

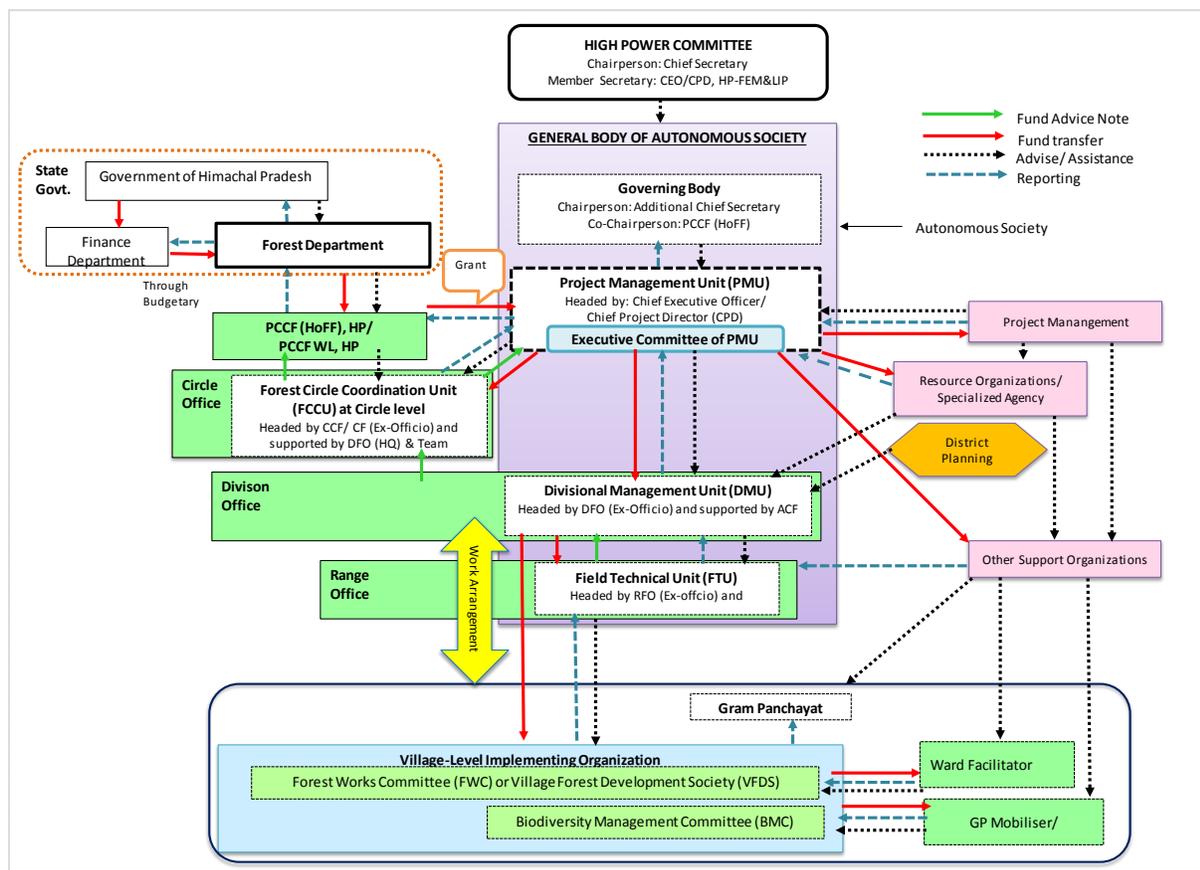
| <b>Sr. No.</b> | <b>Name</b>         | <b>Address &amp; Occupation</b>   |
|----------------|---------------------|---|
| 1              | Sh. Tarun Kapoor    | Additional Chief Secretary Forests Govt. of Himachal Pradesh.   |
| 2              | Sh. G.S. Goraya     | PCCF (HoFF), Himachal Pradesh Forest Department.  |
| 3              | Sh. R.C. Kang       | PCCF (Wild Life), Himachal Pradesh Forest Department.   |
| 4              | Sh. Ajay Kumar      | PCCF (Finance & Planning) Himachal Pradesh Forest Department.   |
| 5              | Sh. A.C. Sharma     | PCCF (Management) Himachal Pradesh Forest Department.   |
| 6              | Sh. Kunal Satyarthi | Member Secretary State Bio -Diversity Board HP.   |
| 7              | Sh. A.P. Nagar      | Chief Project Director, Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods. |

The Subscribers to the Memorandum of Association for formation of the Society, members of the Governing Body (GB) and the Executive Committee (EC) and Heads of FCCUs/DMUs are members of the Society. GB may nominate any other official of the Government, from time to time, as members of the Society. GB would guide the Project at the apex level.

#### **2.2 PROJECT IMPLEMENTATION: INSTITUTIONAL FRAMEWORK**

The Functional Body of the Project comprises of the Governing Body (GB), the Executive Committee (EC), and Project Management Unit (PMU), Divisional Management Units

(DMUs), Field Technical Unit (FTUs), and VFDS/BMCs. The organogram below vividly depicts the Institutional Frameworks of the Society, showing the roles and responsibilities, flow of information and reporting mechanism, to accomplish the objectives of the Society.



## 2.3 FUNCTIONAL BODY

The Functional Body of the Society (comprising of different units as described above in 2.2), is responsible for implementation of all the Project interventions. The different functional units, their role and responsibilities are enunciated below.

### 2.3.1 Governing Body (GB)

Governing Body would be highest decision making body within the society. The Governing body shall have the following composition:-

|    |                |  |
|----|----------------|--|
| 1  | Chairperson    | Additional Chief Secretary (Forests)                       |
| 2  | Co-Chairperson | PCCF (HoFF), Forest Department                             |
| 3  | Member         | Chief Wildlife Warden/PCCF (Wildlife), Forest Department   |
| 4  | Member         | Managing Director of the HP Forest Development Corporation |
| 5  | Member         | PCCF (Finance & Planning)                                  |
| 6  | Member         | PCCF (M&E)   |
| 7  | Member         | PCCF (PFM & FDA)   |
| 8  | Member         | Additional PCCF (Working Plan)                             |
| 9  | Member         | Additional PCCF (Research)                                 |
| 10 | Member         | Member-Secretary, State Biodiversity Board, HP             |

|    |                   |   |
|----|-------------------|---|
| 11 | Member            | Director (Ayurveda)   |
| 12 | Member            | CCF (Project formulation)   |
| 13 | Member            | CCF (IT)  |
| 14 | Member            | CCF in field posting  |
| 15 | Member            | Convener, SLBC or its representative  |
| 16 | Member            | Representative from NABARD  |
| 17 | Member            | Project Director in PMU   |
| 18 | Member            | One member from Representative of Academia to be nominated by the State Govt. |
| 19 | Member            | One member of good performing VFDS by rotation                                |
| 20 | Member -Secretary | Chief Project Director, /Ex-officio CEO Society (PMU)                         |

### 2.3.2 Executive Committee (EC):

The Governing Body of the society would be meeting on quarterly basis, it would be essential to have some institutional arrangements in place at the operation level for quick decision making, close supervision, guidance and follow ups. Thus Governing Body will entrust day to day responsibilities with the EC that will be constituted at the state level with in PMU. The composition of the Executive Committee of the Society is as given in the table.

| No. | Position          | Designated Person  |
|-----|-------------------|--|
| 1   | Chairperson       | Chief Project Director   |
| 2   | Member            | All Project Directors/Additional/Deputy Project Directors of PMU |
| 3   | Member -Secretary | Project Director (Administration & Finance)                      |

### 2.3.3 Structure of Project Management Unit (PMU):

The autonomous society (PMU) shall be headed by Chief Project Director (CPD) in the rank of CCF or above. S/he also acts as CEO of the Society and would chair the Executive Committee. S/he would be Member-Secretary to the Governing Body of the Society as well as to HPC constituted for the Project.

At the state level, CPD would be supported by a team of officers and professionals that would include Project Director in the rank of DCF, Additional Project Directors (APDs) in the rank of DFO, Finance Officer, Programme Manager (PMs) and other support staff hired from open market including MIS and GIS professionals, accountants and ministerial staff. To augment various skill sets, PMU would further be supported by a team of experts constituting Project Management Consultants (PMC). As a part of the society, PMU would also establish FCCUs DMUs and FTUs to work as extended arms and support project implementation and supervision while working along with the project Divisions and the VFDSs/BMCs.

PMU will manage the project funds; extend funds to the implementing unit-project Divisions and VFDSs/BMCs, guide and supervise project implementation to achieve results within stipulated timeframe adopting the prescribed processes, collate and consolidate the expenditure statements from Divisional and field project offices, and prepare Statement of Expenditures (SOEs) for getting reimbursement of claims from JICA.

The PMU shall have three parts; one with the headquarters in Shimla and two regional offices in Rampur and Kullu. The “community and institutional capacity building” function of PMU would be discharged by Rampur Office and the “monitoring, evaluation and environment/social safeguard” function would be discharged by the Kullu Office. The contracts of

outsourced/contractual staff employed in the two regional offices would be administered by the respective Additional Project Directors.

All the officers in PMU would either be on deputation from HPFD/Finance Department for minimum of three years or as per existing deputation tenure specified in Government rules or hired on contract from open market directly or recruited through a qualified and reputed placement/Govt. outsourcing agency. PMU would adopt the existing Government orders for outsourcing staff or hiring ministerial staff (steno/computer operators, Drivers, Security/utility persons etc.). Female candidates would be encouraged by PMU to join at different operational units.

### 2.3.3.1 Responsibilities for the key staff positions in the PMU are given as under:

| No  | Position  | Rank                                    | Number | Key Responsibilities  | Remarks   |
|---|---|---|--------|---|---|
| Key Staff   |   |   |        |   |   |
| 1   | Chief Project Director                                | CCF & above at Shimla                   | 1      | Overall technical, financial and administrative, ensure Time-Bound Action Plan, Overall Project Implementation Plan; GB, HPC and Inter-sectoral convergence meetings; annual budgets, releases and Reimbursement Claims   | Full Time; From FD on deputation for minimum 3 years        |
| A. Administration, Finance and Audits Unit Shimla |   |   |        |   |   |
| 1   | Project Director (Administration, Finance and Audits) | DCF/CF at Shimla                        | 1      | Overall supervision, administration & finance aspects; managing contracts-human resources, outsourcing, procurement of goods & services; annual budget & releases, expenditure; claims and funds disbursement, facilitate statutory and concurrent audits; RTI and Grievance redressal issues.<br>Overall planning & implementation of interventions, annual plan, budget and approvals, technical guidance, biodiversity/ecosystems conservation, ecosystem health card and supervision and coordinate with DFOs/circle and FCCUs. | Full Time, From FD on deputation for minimum 3 years        |
| 2   | Finance Officer                                       | Controller (SAS)/Supdt. Gr.-I at Shimla | 1      | Supervising Accounts Manager, implement accounting software based double-entry system; monitoring financial progress and expenditures , ensure timely budget/releases, utilization and SOEs/claims & tax returns, coordinate with FCCUs/FTUs, coordinate with other stakeholders, in addition, would assist PD to prepare agenda for EC, GB, HPC, AGM meetings.   | Full Time from Finance/FD on deputation for minimum 3 years |
| 3   | Programme Manager (Audit)                             | CA/Sr. Manager at Shimla                | 1      | Assist in establishing financial control systems, establish financial management and project accounting   | Full Time Chartered Accountant,                             |

|   |   |                |   |   |                               |
|---|---|----------------|---|---|-------------------------------|
|   |   |                |   | systems facilitate statutory audits, conduct/supervise Internal/concurrent audits capacity development of stakeholders, coordinate with other stakeholders.   | HPNRMS/Open Market            |
| 4   | Office Manager                                | Manager        | 1 | Assist in logistics and protocols, O&M of vehicles, office, equipment, security, store, organizing meetings & events, meeting letters & communications, document and maintain proceedings & all records and contracts.  | Full Time, HPNRMS/Open Market |
| 5   | Accounts Manager (Accounts & Audits)          | Manager        | 1 | Assist and maintain project accounts, bank operations, reconciliation of funds, seeking Utilization Certificates and assist audits, supervise Accountants   | Full Time, HPNRMS/Open Market |
| 6   | Accountant (SOEs/Claims, Salaries & Taxes )   | Clerical staff | 1 | Assist in day-to-day accounting activities, preparation and maintain SOEs, prepare claims for submission to CAAA/JICA, reconciliation of annual budgets and disbursements, facilitate and assist audits.  | Full Time, HPNRMS/Open Market |
| 7   | Clerk/JoA                                     | Clerical staff | 1 | Assist in day-to-day accounting activities, preparation and maintain salary/remunerations details and payments, computation and deposit of taxes, assist audits.  | Full Time, HPNRMS/Open Market |
| <b>B. Planning &amp; Implementation Unit Shimla</b> |   |                |   |   |                               |
| 1   | Programme Manager (Forestry and Biodiversity) | Sr. Manager    | 1 | Assist in annual planning and implementation of PFM and Non-PFM Models and promotion of Forestry models and NTFP interventions in project areas creation of people's biodiversity register, micro planning, design templates, guidelines and manual, monitoring & reporting and capacity building, coordinate with other stakeholders.  | Full Time, HPNRMS/Open Market |
| 2   | Program Manager (GIS, MIS and Website)        | Sr. Manager    | 1 | Assist in GIS based M&E, maintain GIS systems and equipment, software inventory and maintenance, procurement of imageries and spatial analysis, map production for planning and decision making, monitoring and reporting, establish GIS operations at all levels, coordinate with IT Cell of HPFD, coordinate for progress tracking and reporting, coordinate with other stakeholders. | Full Time, HPNRMS/Open Market |

|  |  |                           |   |   |   |
|--|--|---------------------------|---|---|---|
| 3  | Program Manager (Marketing & Rural Financing)                        | Sr. Manager               | 1 | Assist in annual planning and implementation of livelihood promotion, value chain and market analysis, facilitate rural financing, design templates, guidelines and manuals, monitoring and reporting and capacity building, coordinating with other stakeholders.  | Full Time, HPNRMS/Open Market                       |
| 4  | SMS/Project Technician (GIS/MIS)                                     | Professionals/ Sr. Asstt. | 1 | Assist in maintaining systems, GIS/MIS operations at all levels, computer generated analytical GIS maps, MIS reports, website and digital repository, software inventory and maintenance, coordinate with other stakeholders.   | Full Time, HPNRMS/Open Market                       |
| 5  | SMS (Livelihoods, Rural Financing & Marketing)                       | Professionals/ Sr. Asstt. | 1 | Under the supervision and guidance of program manager (marketing and rural financing), assist in annual planning and implementation of livelihood promotion, value chain and market analysis, facilitate rural financing, design templates, guidelines and manuals, monitoring and reporting and capacity building, coordinating with other stakeholders. | Full Time, HPNRMS/Open Market                       |
| <b>C. Community and Institutional Capacity Development Unit Rampur</b> |  |                           |   |   |   |
| 1  | Additional Project Director (Institutional and Capacity Development) | DFO/ACF                   | 1 | Overall planning & Implementation of intervention, annual plan, technical guidance and supervision, coordinate for inter-sectoral convergence, support to leverage funds, strategize gender mainstreaming and women/vulnerable group empowerment develop partnerships & networks, and coordinate with DFOs/Circle and FCCUs                               | Full Time, from FD on deputation for minimum 3years |
| 2  | Programme Manager (Livelihoods & Training) at Regional Office        | Sr. Manager               | 1 | Assist in annual planning and implementation of livelihoods promotion, design small business/enterprise for community institutions for income generation, cluster promotion, capacity building and trainings, design templates, guidelines and manual, monitoring & reporting and capacity building, coordinate with other stakeholders.                  | Full Time, HPNRMS/Open Market                       |

|  |   |               |   |  |   |
|--|---|---------------|---|--|---|
| 3  | Subject Matter Specialist (Livelihoods & Training) at Regional Office                   | Professionals | 1 | Under the supervision and guidance of Programme Manager (Livelihoods & Training), assist in annual planning and implementation of livelihoods promotion, design small business/enterprise for community institution for income generation cluster promotion, capacity building and trainings, design templates, guidelines and manual, monitoring & reporting and capacity building, coordinate with other stakeholders. | Full Time, HPNRMS/Open Market                       |
| D. M&E, Environment and Social Safeguards Unit Kullu |   |               |   |  |   |
| 1  | Project Director/Additional Project Director (M&E, Environmental and Social Safeguards) | CF/DFO/ACF    | 1 | Overall M&E GIS/MIS and research, study contract management, develop and supervise ToRs for studies, Guidelines and capacity building on M&E initiative, progress tracking and reporting on performance indicator, coordinate with DFOs/circle and supervise & guide FCCUs   | Full Time, from FD on deputation for minimum 3years |
| 2  | Programme Manager (Monitoring Safeguards & Publication) at Regional Office              | Sr. Manager   | 1 | Assist in monitoring and safeguards compliances, preparing quarterly and annual reports, preparing guidelines and manuals, project publicity and information dissemination, events/workshops, develop knowledge material, publish newsletters, reports, coordinate with other stakeholders   | Full Time, HPNRMS/Open Market                       |
| 3  | Subject Matter Specialist (M&E) at Regional Office                                      | Professionals | 1 | Under the supervision and guidance of program manager (Monitoring, Safeguards & Publication), assist in monitoring and safeguards compliances, preparing quarterly and annual reports; preparing guidelines and manuals; project publicity and information dissemination, events/workshops; develop knowledge material, publish newsletters, reports; coordinate with other stakeholders.                                | Full Time, HPNRMS/Open Market                       |

### 2.3.3.2 Project MIS

The Project Management Information System will be housed at the PMU and will comprise of modern computerized set up, GIS set up, as may be decided and approved by the Executive Committee/GB.

### 2.3.4 Forest Circle Coordination Unit (FCCU)

There will be 7 FCCU at circle level where the project would be implemented and would function as support and facilitation unit of PMU for project implementation. The FCCU would not form the part of the society. The FCCU would be housed within the Circle office, and would be headed by CCF/CF rank officer who would be designated as FCCU office and would act as 'Circle Nodal Officer'. S/he would be assisted by a DFO rank officer (e.g. DFO (HQ) and would be designated as Assistant FCCU officer. S/he will coordinate and facilitate project implementation at the Division level, and would extend all technical inputs and guidance on day-to-day basis both to the forest Divisions. Office Order/Notification to effect this arrangement shall be brought out by HPFD during implementation phase.

FCCU receives funds from PMU for regular operation of FCCU. FCCU shall operate and report expenses to PMU through Circle Nodal Officer, and shall act as the controlling and supervising unit for the project implementation. In addition, FCCU would also be involved to channelize fund to project Division through as system of 'Fund advice Note' to be prepared, recommended and forwarded by FCCU officer/Circle Nodal Officer to PMU for release of funds as per annual plan to Project DMUs both for departmental mode and as well PFM mode activities. FCCU team will be guided by the project Operation Manual as well as PMU.

#### 2.3.4.1 Responsibilities for the Key staff position in FCCU are as under:-

| Sr. No. | Position                                 | Rank   | No. | Key Responsibilities   |
|---------|--|--------|-----|--|
|         | Key Staff                                |        |     |  |
| 1       | FCCU officer/Circle Nodal Officer        | CF/CCF | 1   | Overall technical and administrative, annual plan, facilitate fund release, project reviews, coordination with the project divisions, facilitate inter-sectoral convergence at District level, monitoring & reporting    |
| 2       | Assistant FCCU officer                   | DFO    | 1   | Assist in technical and administrative, annual plan, facilitate funds release, project reviews, coordination with the project divisions, facilitate inter-sectoral convergence at district level, monitoring & reporting |
| 3       | Project Computer Operator cum Accountant | JoA    | 1   | Assist in funds management & release, expenditure tracking, utilization certificates, SOEs tax filling, audits etc. coordinate with DMUs and FTUs for financial progress reporting                                       |

### **2.3.5 Divisional Management Unit (DMU)**

There will be 18 Divisional Management Units (DMUs) which shall be created at divisional level where the project would be implemented, and would function as the dedicated and extended wing of the PMU for project implementation. The DMU would be housed within the division office, and would be headed by DFO rank officer designated as ‘DMU Officer’. The DMU within the jurisdiction of division will supervise, plan, implement, and review the project implementation in the project ranges along with their respective regular and designated overseeing responsibilities, and would provide vital link between the project and regular departmental activities. The DMU officer will also be responsible for cross-checking project works vis-à-vis financial and physical progress reporting, maintain project accounts, seek assistance from FCCU, and would participate in project events. S/he will coordinate and facilitate project implementation at the division level, and would extend all technical inputs and guidance on day-to-day basis both to DMU and FTUs.

An officer in the rank of ACF will be designated as “assistant DMU officer” for coordinating and steering the project activities, will also act as forestry expert. Office Order/Notification to effect this arrangement would be brought out by HPFD during implementation phase. He would also be assisted by ‘Subject Matter Specialists’ to be hired on contact by PMU and placed with the DMU for supporting project implementation and assisting DMU/Assistant DMU officers. DMU will receive funds from PMU for regular operation of DMU as well as FTUs. DMU will operate and report expenses to PMU through Circle Nodal Officer, who will act as the controlling and supervising unit for the project implementation. In addition, DMU would also be involved to channelize funds to project FTUs as well as VFDSs/BMCs through as system of ‘Fund Advice Note’ to be prepared and recommended by DMU officer and forwarded by Circle Nodal officer to PMU for release of funds as per annual plan to project DMUs both for departmental mode and as well PFM mode activities. The payment for procuring ward facilitators/mobilizers shall be made by VFDSs from the funds obtained for the said purpose directly from DMU. Under guidance from the Circle Nodal Officer, DMU will also coordinate with the district administration for inter-sectoral convergence, participate in meetings at circle and district level and extend support for planning, preparing estimates, monitoring, supervision and follow-ups, documentation and reporting the physical and financial progress. DMU team will be guided by the project Operation Manual as well as PMU.

DMU/Assistant DMU officers will be supported by the subject matter specialists (SMSs) for supervising and guiding project implementation as well as the works carried out by NGOs and resource organizations, and facilitate convergence at the district level. SMS (Forests & Biodiversity Management) would be responsible for extending assistance and guidance and supervision of forestry & biodiversity interventions. Accountant-cum-Computer Operator in the DMU will assist in maintaining the project accounts adopting double-entry accounting system using accounting software, and timely prepare SOEs for onward submission. Assist in fund management and release, expenditure tracking,

utilization certificate SOEs, tax filling, audits etc.; coordinate with FCCU, DMUs and FTUs for financial progress report will assist accounts manager.

**DMU Officer:** The roles and responsibilities of the DMU officer shall be to manage, control and supervise all the works ensuring effective implementation of the Project for Improvement of HPFEM&Livelihoods at division level and also facilitate reporting, information flow, financial transactions regarding Project for Improvement of HPFEM& Livelihoods provide technical guidance to FTUs and convene regular meeting at District level.

**Assistant DMU officer:** The Assistant DMU officer will assist the DMU officer to manage, control and supervise implementation of Project for Improvement of HPFEM& Livelihoods at division level. In the absence of DMU officer, the Asst. DMU officer will discharge all function of the DMU officer.

### 2.3.5.1 Composition of the DMU is as follows

| Level                  | Rank | Position                  | Number   | Source                  | Mode       | Engagement |
|------------------------|------|---------------------------|----------|-------------------------|------------|------------|
| Key Staff              |      |                           |          |                         |            |            |
| Level 1                | DFO  | DMU Officer               | 1        | State Forest Department | Ex-Officio | Part-Time  |
| Level 2                | DFO  | Assistant DMU Officer     | 1        | State Forest Department | Ex-Officio | Part-Time  |
| Level 3                |      | Subject Matter Specialist | 2        | Open Market             | Contract   | Full Time  |
| <b>Total Key staff</b> |      |                           | <b>4</b> |                         |            |            |

### 2.3.6 Field Technical Unit (FTU)

There will be 61 (56 Territorial + 5 Wild Life) Field Technical Units (FTU) as extended arm of PMU and as a part of the autonomous society, and would be housed within the range office. The FTU shall function within the Range jurisdiction, and shall supervise, plan, implement and review the project implementation in the project Blocks along with their respective regular and designated overseeing responsibilities, and would provide vital link between the Project and regular Department activities. The FTU shall also be responsible for cross-checking project works vis-à-vis financial and physical progress reporting, maintain project accounts, seek assistance from DMU, and would participate in project events. An officer in the rank of Ranger shall be designated as FTU officer for coordinating and steering the project activities, will also act as forestry expert. Officer Order/Notification to effect this arrangement would be brought out by HPFD during implementation phase. He would be assisted by Assistant FTU Officer (Deputy Ranger rank officer) and a team to be provided by PMU and placed with the range office for supporting and facilitating project implementation.

The Assistant FTU officer would be ex-officio from the forest Department, and would extend all technical inputs and guidance at field level on day-to-day basis. FTU will be guided and supported by DMU as well as FCCU. FTU shall operate and report expenses to DMU that will act as the controlling and supervising unit for the project implementation. FTU would not be involved to channelize funds to VFDSs/BMCs however Funds Advice Note for release of funds to VFDSs/BMCs as per annual plan would be prepared and recommended by Assistant FTU officer and forwarded by FTU officer to the DMU, who would in turn release the funds directly to the VFDSs/BMCs for PFM mode activities.

FTU shall coordinate and support forest range level activities as well as guide and facilitate the VFDSs/BMCs and community institutions for planning, preparing estimates, monitoring supervision and follow-ups, documentation and reporting the physical and financial progress. FTU team will be guided by the project operation manual as well as DMU/PMU. FTU/Assistant, FTU officers shall be assisted by one FTU coordinator to manage project activities. Female candidates would be encouraged to join the Project at various positions. FTU would be further supported by NGO particularly, for community mobilization and social processes. Assistant FTU officer (Planning and NRM) shall be responsible for facilitating Forest Ecosystems Management Plan (FEMP), and will also be responsible for progress monitoring and reporting including data compilation and ensuring the project GIS and survey requirements, whereas FTU Coordinator (Livelihoods Support and Inter-Sectoral Convergence) will guide the NGOs and resource organizations during planning and IGAs initiatives, and facilitate preparation of community Development and Livelihood Improvement Plan (CD&LIP). S/he will also act as a resource person for village and community institutions for institutional capacity building as well as facilitate or execute the training activities for the village/community institutions. S/he would also coordinate with NGOs to understand specific training needs, and accordingly plan for capacity development initiatives.

### 2.3.6.1 Composition of Support Staff at FTU

| Sr. No. | Position                     | Rank                         | No | Key Responsibilities  |
|---------|------------------------------|------------------------------|----|---|
|         | Key Staff                    |                              |    |   |
| 1       | FTU officer                  | Ranger                       | 1  | Overall technical, financial and administrative, annual plans, SOEs, facilitate funds release, and project reviews & reporting, facilitate inter-sector convergence at block level.   |
| 2       | Assistant FTU officer        | Dy. Ranger/<br>Block Officer | 1  | Assist in overall technical, financial and administrative, annual plan, SOEs, facilitate fund release, guide implementation, afforestation, pasture and NTFP interventions, GIS and assist in assessment surveys, monitoring & reporting coordinate with other stakeholders and facilitate inter-sect oral convergence at block level |
| 3       | FTU coordinator (Livelihood) | Facilitator                  | 1  | Assist in annual planning and implementation guide and facilitate micro-planning, livelihood,   |

|  |   |  |  |   |
|--|---|--|--|---|
|  | Support and Inter-Sectoral Convergence) |  |  | small business/enterprise plans, inter-sectoral convergence, cluster promotion, capacity building, monitoring and reporting, coordinate with PMU, FCCU and DMUs for financial progress report, will assist in accounting matters. |
|--|---|--|--|---|

**2.3.7 Role of Field Conservators and Chief Conservators**

DMUs would work under the administrative control of their controlling officers (CCFs/CFs) for project Implementation. Annual plan of operational (APOs) and all budget demands for DMUs shall be routed through the conservators. CF and CCF shall monitor the Project work progress as controlling officers, administrative/financial sanctions required to be issued by PMU will be routed through Field Conservators. CCFs and CFs would be responsible for monitoring timely, efficient quality implementation of the Project at ward/village level.

**2.4 RECRUITMENT/ENGAGEMENT/DEPLOYMENT**

Since Society for Improvement of Forest Ecosystems Management and Livelihoods in HP is constituted to execute a time bound Project, there would be no regular cadre in the Project. Officers and staff engaged in the project shall either be on deputation/secondment basis from various Government Departments of the state and PSUs or recruited from HPNRMS (priority) or from open source on contract basis or engaged through a service provider.

**2.4.1 Recruitment of Personnel, Salary & Recommendation**

**A. *Personnel on Deputation:***

The post of Chief Project Director, Project Director, and Additional/Deputy Project Directors shall be filled by appointment of officers in relevant ranks on deputation/secondment from Himachal Pradesh Forest department/other concerned departments or as decided by the Governing Body from time to time, for smooth implementation of the Project.

The Officers on deputation to the Society from Government/PSUs shall be governed by service conditions of their respective parent departments, and will continue to draw salary, which they were drawing prior to such deputation/secondment or in accordance with terms conditions, of deputation/secondment sanctioned by the Government. They will be eligible for other benefits as admissible to them, unless otherwise directed by the Government through the terms and conditions of deputation. All entitlements including TA, DA, medical Reimbursements, Telephones, and LTC etc. would be as per Government of Himachal Pradesh relevant orders, issued regarding service conditions for Government/PSU employees working on deputation to Externally Aided Project, and as amendment from time to time or as the GB deems appropriate.

**B. Contractual Employees**

Personnel engaged by the Society on contractual basis, will be paid consolidated emoluments, commensurate with their qualification and professional experience and overall capability, and will be decided by the Chief Project Director with the approval of the GB. The consolidated monthly remuneration shall in no case be less than the relevant minimum rates of wages, as notified from time to time, by the labor and employment Department, Government of Himachal Pradesh.

Retired Government Officials can be employed by the Society on contractual basis, and shall be paid consolidated remuneration subject to the guidance of the Finance Department regarding re-employment of retired Government servants. They will have the same entitlement of the travelling Allowance and DA, as per extant rules, for such employment.

***Recruitment Procedure:***

As per the approval conveyed on 26/07/2018 by Govt. of HP, apart from the department staff to be taken on secondment basis, the balance staff through HPNRMS shall be engaged for a defined period which coincides with the project life cycle, automatic dispensing of their services at the end of the project, unless their services are required for a successor/alternate project etc. However where the suitable staff cannot be provided by HPNRMS, the CPD will take action to recruit the same from open market/out source/contract basis as per following procedure;

1. Applications will be invited as per TOR for each post.
2. For contractual engagement by the PMU, an advertisement is to be issued in at least one local and/or one English newspaper, as per requirement of the post, for inviting application.
3. The application will be scrutinized by a committee constituted by the Chief Project Director for the purpose, followed by the interview of the short listed candidates by the committee.
4. Knowledge of local language, topography of the area and local cultural back-ground may be given specific importance in selection process.
5. Offers letter are to be sent thereafter to the selected candidates.
6. The candidates, offered appointment should be subjected to general health checkup before joining.

**Terms and conditions of staff on contractual deployment:**

The recruited staff from HPNRMS will be governed by the terms and conditions of HPNRMS. Those recruited by the Project from open market/outsourced/contract basis will be governed by the terms and conditions of HP Government prevailing for the concerned categories of staff in time bound Project and the conditions in the appointment /contract letter. However the following conditions are also applicable;

7. Initially the appointment will be on provisional basis and the contract for a period of one year will be made subject to verification of:
  - a) Medical certificate issued by medical officer not below rank of Dy. CMO in support of physical fitness.
  - b) Character certificate issued by two Group A or B officers.
  - c) Reliving order, clearance certificate from previous employer, if employed.
8. Contractual employees may be allowed in enhancement as per the terms of references be negotiated at the time of signing of the contract.
9. The engagement does not confer any right to a regular appointment at any time of Project or afterwards in any state Government organizations. The engagement shall be purely temporary in nature and shall not invite any legal recourse during the engagement or in future.
10. Unauthorized absence during the contract period or any other misconduct shall make the staff liable for immediate disengagement. The expression misconduct would refer to improper or unprofessional behavior, bad management, and general misbehavior. Whatever an act is misconduct or not would be decided by the CPD and his decision will be final and binding.
11. Wherever there is contradiction in the present conditions and the conditions of the State Government, the latter will prevail.

**C. Personnel through Service Provider**

The remuneration of staff engaged through Service provider will be revised, keeping with the minimum wage rates as per Government orders.

**2.5 OFFICE OF THE PMU**

The office of the PMU has been setup in Shimla. CPD will operate from this office for smooth functioning of the project. For the purpose of smooth coordination and implementation of the project and to extend the operation arms in remote area such as cold desert area, PMU has two Regional offices, Rampur and Kullu. These two offices shall enhance the capacity of field coordination and function. Simultaneously, the Regional offices shall function as the community and institutional capacity building wing in Rampur and as the Monitoring evaluation and environment/social safeguard wing in Kullu. The Jadi Buti cell will be housed in PMU building.

**2.6 OFFICE RULES**

The office of the PMU will function for six days in a week. The working hours will be same as Himachal Secretariat i.e. from 10:00 AM to 5:00 PM every day Monday to Saturday. PMU will observe the same list of Gazetted holidays/RH/LH as of Govt. of Himachal Pradesh. Where ever there is contradiction in the present conditions and the conditions of the State Government, the latter will prevail.

### **2.6.1 Leave Rules**

The employees on deputation from Government/PSUs will be regulated under the leave rules applicable to them in their parent service/organization, as per the terms and conditions of the service.

The contractual employee will be allowed a maximum of 12 days leave in a year, subject to prior approval of the Chief Project Director or an officer authorized by him. Any unauthorized absence shall result in proportionate deduction from the consolidated monthly remuneration.

Woman employees on contractual basis will be additionally entitled for 180 days maternity leave, subject to completing one year of service in the Project. The maternity leave could be availed only once during the Project Period. Where ever there is contradiction in the present conditions and the conditions of the State Government, the latter will prevail.

### **2.6.2 Service Entitlements-TA/DA/Medical/Deputation Allowances**

All entitlements including TA, DA, Medical Reimbursements, Telephones, LTC etc. would be as per Government of Himachal Pradesh order regarding service conditions for Government /PSU employees working on deputation to Externally Aided Projects, and amendment from time to time or as decided by the Governing Body of the Society.

### **2.6.3 Code of Public Behavior**

The Society for Improvement of Forest Ecosystems Management and Livelihoods in HP employees are under an obligation to observe confidentiality, impartiality and discipline similar to that required of civil servants, Employees shall not, in the performance of their duties, engage in political or religious propaganda. The Project employees are required to observe absolute impartiality commitment and dedication to the Project goals.

### **2.6.4 Disciplinary Matters**

For disciplinary matters, the employees on deputation from Government/PSUs will be governed by the rules/codes as applicable to them in their original cadre rules. The staff on contract for the Project shall be governed as per terms and conditions of their appointment.

### **2.6.5 Performance Appraisal System**

The performance appraisal system (Annual CR) for all officers/staff on deputation from the Government shall be same as per the existing system in vogue for other Government employees. The completed booklets, after three stages of appraisal, shall be forwarded to the confidential section (G.A. Dept.) for custody and necessary action.

| <b>Post</b>  | <b>Self Appraisal</b> | <b>Reporting Officer</b>             | <b>Reviewing Officer</b> | <b>Accepting Officer</b> |
|--|-----------------------|--------------------------------------|--------------------------|--------------------------|
| Chief Project Director                                   | As required           | Co-Chairman GB                       | Chairperson GB           | Minister(Forests)        |
| Project Director   | As required           | Chief Project Director               | Co-Chairman GB           | Chairman GB              |
| Additional/Deputy Project Director/Finance Officer       | As required           | PD                                   | CPD                      | Co-Chairman GB           |
| Supdt. Gr.-I/Gr.-II                                      | As required           | PD/APD/DPD                           | CPD                      | Co-Chairman GB           |
| Sr./Jr./Asstt.   | As required           | Supdt.                               | PD/APD/DPD               | CPD                      |
| Dy Ranger/Fgd.   | As required           | APD/DPD                              | PD                       | CPD                      |
| Programme Managers/Office/Accounts Manager (On contract) | As required           | PD/APD/DPD                           | CPD                      | CPD                      |
| SMS/FTU Coordinator/ Com. Opt./Clerk/Steno               | As required           | Officer Incharge/ Programme Managers | PD/APD/DPD               | CPD                      |

The ACR forms for the contractual employees shall be prepared by the Project Director approved by the Chief project Director.

In respect of the DMU Chiefs and respective field conservators, they will submit their ACR as usual, through their controlling officer, but PMU will develop objective criteria assessing their performance in the Project, and accordingly the Chief Project Director notes his comments separately, and these comments shall form part of their ACRs.

## **2.7 RECRUITMENT OF COMMUNITY IMPLEMENTATION ORGANIZATIONS (CIOs)**

The key institution to be engaged in the Project is VFDSs/BMC's. The constitutions of VFDS including its roles and responsibilities will be as per PFM Regulations 2001. At the same time, wherever required JFMC constitution at the village level under the National Afforestation Programme guidelines of MoEF & CC can also be considered. Also, if possible under the Biological Diversity Act, 2002 provisions, the Project will take advantage of BMC, engaging for works especially in and around protected area. For the Project, VFDS and sub-committees of BMC are regarded as ward level implementation organization. VFDS will plan project and will prepare two plans 1) Forest Ecosystems Management plan (FEMP) and 2) Community Development and Livelihoods Improvement plan (CD&LIP). These plans would first be approved by the ward/village sabha. The tenure of these plans would be 5 years or more, if required. Annual Implementation plan (AIPs) would be prepared for every financial year for each of these plans. The process of preparing these plans afresh will be initiated 6 months prior to the expiry. For the project implementation MoU would be signed between the VFDS and DFOs.

## **2.8 CAPACITY BUILDING INTERVENTIONS:**

For all the employees to understand and have proper appreciations of the Project interventions and obtain knowledge/skills required for its smooth execution: regular training and study tours (field visits) will be organized by the PMU.

**Training:** The training programs will be designed based on the Training Needs Analysis (TNA) so that contents, modules and training curriculums correctly meet the needs of trainees concerned. Resources Person can be hired by PMU for the training sessions. In certain training topics, the concept of Training of Trainers (TOT) will be adopted. In such approaches, groups of trained officers of PMU will act as resources person for the fellow offices.

**Study tours (field visits) for DMU/FTU staff:** Study tours for selected DMU/FTU staff members will be conducted a few times during the Project period. These tours will be planned and undertaken under initiatives of PMU/PMC and the concerned DMUs. They will have the option to visit other DMU/FTUs or other schemes with relevant lessons outlined under attachment 3 detailed scopes of work.

## **2.9 DISTRICT PLANNING COMMITTEE (DPC)**

Inter-sector linkages would be ensured through the existing institutions in place at State, District and block level. The 74<sup>th</sup> Constitutional Amendment Act mandated the establishment of District Planning Committees (DPCs) for consolidating plans prepared by Gram Panchayat and Municipalities in the district into the draft district plan.

The idea is to strengthen existing institutional mechanism rather creating as additional system at district. DFO in a division is already coordinating with district administration on regular basis for issues related with Forest Conservation Act (FCA), Forest Right Act (FRA), forest related issues, MGNREGS programme etc. Adopting the system in place for inter-sect oral linkages, PMU at state level will coordinate with the planning Department, whereas at the district level DMU officer will assist and coordinate with the steering committee chaired by District Collector. The steering committee is created to assist DPC in preparing draft district plan considering the development plan prepared by each Block level Planning Committee for all Panchayat Samities within their jurisdictions. Similarly, FTU officer will assist and coordinate with Block Level Planning Committee whose Member-Secretary is Block Development Officer.

## **2.10 PROJECT MANAGEMENT CONSULTANCY (PMC)**

A technical group, consisting of international and national level specialists on Sustainable Forest Ecosystems Management, Biodiversity Conservation, Livelihoods Improvement support & Institutional Capacity Strengthening, Development of marketing of NTFP & Non-NTFP sector products, Ecotourism, GIS/MIS will assist PMU, DMU FTU and all the stakeholders of the Project in technical aspects and for developing innovative ideas and concepts for effective implementation of the Project. The objective of the consulting services is to assist the Project Management Unit of the Project (hereinafter referred to as PMU) established at Society for Improvement of Forest Ecosystems Management and

Livelihoods in HP in implementation of the project activities by providing the following services (not exhaustive) is:

1. Assistance in technical management of the Project.
2. Technical assistance in the implementation of the project components/activities in an efficient and effective manner.
3. Facilitation of implementation of Environmental Management Plan (EMP) and Environmental Monitoring Plan (EMoP).
4. Technology Transfer.

### 2.11 Operation and Effect Indicators

Tracking physical and financial progress and monitoring the Project progress, Project Development objectives and their sustenance, on a regular basis and critical work of Project management requirement is of immense strategic importance.

Continuous monitoring and assessment is required in the Project areas, which spreads over 18 Project divisions of the state, to have the basis for evaluation of the effects of the interventions towards the end that perhaps may produce sustainable measurable results. Sustainable Forest Ecosystems Management, Biodiversity Conservation and Livelihood Improvement Support is an adaptive management process that requires evaluations of social, economic and ecological conditions and trends that contribute to sustainability and that, therefore, reflect progress towards the Project goals.

#### Operation and Effect Indicators

| Indicator  | Baseline (2018) | Target Year (2030)<br>*Two Years After Project Completion | Monitoring Method  |
|--|-----------------|---|--|
| Coverage of area under plantation  |                 | 10,984 ha   | Demarcation of Treatment Area (ha) based on the GPS boundary data in the micro planning process and also in the preparation of Operation Plan by DMU.                              |
| Survival Rate of trees planted by the Project  |                 | Normal Plants 70 %;<br>Tall Plants 80 %                   | Prior identification and subsequent monitoring of sample plots (10% of the intervention area) obtained using stratified random sampling by DMU once every year during the Project. |
| The cases of Man-Animal Conflict   |                 | Reduction in the Project Area                             | Annual counts of incidents as reported to PCCF Wildlife by DFOs. This information will be shared with PMU.   |
| Number of BMC sub-committee participating in the training                            |                 | 60 members  | Counts of participants by DMU, compiled by Regional Office at Rampur (separately for male and female).   |
| The number of officers/staff participating in the Protected Area Management Training |                 | 365 officers/staff  | Counts of participants by DMU, compiled by Regional Office at Rampur.  |

|   |  |  |  |
|---|--|--|--|
| Percentage of enhancement of incremental household annual income from the livelihood activities under the Project |  | Based on baseline survey, the target shall be set. | Regional Office at Rampur shall be involved in the regular monitoring of inputs. The impact would be monitored at the end term stage by contracted agency. |
| Community Institutions trained  |  | 1,380 institutions                                 | Counts of participants by DMU, compiled by Regional Office at Rampur under PMU.  |
| The number of Micro Plans formulated  |  | 460 plans  | Counts of Micro Plans by DMU, compiled by PMU in every batch.  |

## CHAPTER 3

### PROCUREMENT GUIDELINES UNDER THE PROJECT

#### 3.1 GUIDELINES

Procurement of goods and services for the Project shall be implemented in accordance with “Guidelines for Procurement under Japanese ODA Loans” dated April 2012 and selection of consultants shall be in accordance with “Guidelines for Employment of Consultants under Japanese ODA Loans” dated April 2012. The Executive Agency (EA) may make use of the domestic procurement rules, but JICA’s guidelines should overrule whenever JICA’s guidelines and such procurement rules are in conflict.

#### **Consulting Services**

- A.** Whereas requirements of JICA’s review and concurrence would be stipulated in the Loan Agreement, JICA’s review and concurrence is usually required for (a) Short-list, Terms of References, and letter of invitation (Request Proposal), (b) Evaluation results of proposal, and (c) Contract (ex-post concurrence). Letter of invitation may be prepared, with references to JICA’s sample documents. The key features of the JICA’s consultant guidelines are as follows:
1. Selection procedures of consultants should be Quality and cost-Based Selection (QCBS). 20% of the financial proposal, 80% of the technical proposal will be evaluated for selection of international consultants.
  2. Information on JICA’s files on consultation is available, at the request of the borrower.
  3. Short list should normally consist of not less than three and not more than five consultants.
  4. Letter of invitation should stipulate the details of the selection procedure including technical evaluation categories and the weight for evaluation.
- B.** Letter to Invitation (Request for Proposal) usually includes the following:
1. Letter;
  2. Project Information Including (i) introduction and information about the Project Background, (ii) Project description, (iii) Information on the area and (iv) Organization to implement the Project.
  3. Other relevant information including (i) technical information, (ii) relevant laws and regulations, and (iii) Service provided by the Employer;

4. Terms of References including (a) Purpose, (b) scope of consulting, (c) reporting, and (d) provisions required by JICA;
5. Information to consultants in preparation of proposal;
6. Evaluation Criteria; and
7. Contract Conditions.

### **3.2 PROCUREMENT PACKAGING AND METHODS.**

1. The tender and contract packaging is based on nature of goods and services, and consideration of optimal package size-as large as possible to attract the maximum participation from capable companies. Packages of procurement of goods and service under public awareness components, which involve many small contracts and are implemented by direct contracting, shopping, LCB or other methods, will be determined by EA.
2. According to JICA's Procurement Guidelines, International Competitive Bidding (ICB) is applied in general. When procurement of goods and services is made through small contracts and evidently does not attract foreign companies, National (Local) Competitive Bidding (LCB) may be applied and national and state procurement rules can be applied while abiding by four principles of "Guidelines for Procurement under JICA ODA Loans" dated April 2012: economy, efficiency, non-discrimination among eligible bidders, and transparency. EA agreed to request JICA for prior concurrence in cases for a change in procurement methods.

### **3.3 STANDARD BIDDING DOCUMENTS**

JICA's Standard Bidding Documents with necessary modification, suitable to needs for each package, will be used.

### **3.4 PRINCIPLES OF PROCUREMENT OF GOODS AND SERVICES**

The key principles for procurement of goods and services in the Project are as follows:

1. Preferential treatment of Indian companies is not acceptable under International commutative bidding.
2. JICA's Procurement Guidelines do not allow price negotiation with the lowest evaluated bidders only in exceptional cases subject to consultation with JICA, where the lowest evaluated bidder's price is substantially higher than credible estimates, as stipulated in Clauses 5.10 of JICA's Procurement Guidelines.
3. Contract documents should have adequate price adjustment mechanism and fair claim and dispute resolution procedure based on international rules.
4. A list of taxes and duties imposed and exempted should be clearly indicated in the tendering document to avoid any confusion and dispute with bidders.
5. Submission of alternative bids may be allowed when it is clearly stipulated in the bidding documents, but those of the lowest evaluated bidders alone should be evaluated.

6. In case of slice and package tendering, while bidders are allowed to participate in more than one package, EA may choose a combination of bidders to obtain the lowest evaluated prices as a whole and evaluate qualification of those bidders through predetermined prequalification criteria stipulated in prequalification and tendering documents.
7. In case of two-envelop procedures (with regard to any contract the value of which is estimated to be not less than THREE BILLION Japanese Yen (3,000,000,000) or about 60 Crore Rupees, EA has to request for JICA’s concurrence in evaluation of technical bids before opening financial bids. As per the initial design, there is no such contract.
8. Consultants Guidelines introduce the Borrower’s debriefing to unsuccessful consultants as follows: “if any consultant who submitted a proposal wishes to ascertain the reasons why its proposal was not selected, such consultant should request an explanation from the borrower. The borrower shall promptly provide and explanation as to why its proposal was not selected.
9. In addition, Procurement Guidelines introduce the Borrower’s debriefing to unsuccessful bidders as follows: “If any bidder who submitted a bid wishes to ascertain the reasons why its bid was not selected, such bidder should request an explanation as to why its bid was not selected”

### 3.5 JICA’S REVIEWS AND CONCURRENCE FOR PROCUREMENT

Whereas requirement of JICA’s review and concurrence would be stipulated in the Loan Agreement, JICA’s review and concurrence is, depending on the estimated contract amount usually required for (i) prequalification documents, (ii) prequalification evaluation results, (iii) tender documents, (iv)tender evaluation results, and (v) contract (ex-post concurrence).

**Table requirement of JICA’s Review and Concurrence  
(Subject to the stipulations of the Loan Agreement)**

|   | <b>Less than 1000<br/>million yen</b> | <b>Not less than 1000<br/>million yen</b> | <b>Not less than 3000<br/>million yen</b> |
|---|---------------------------------------|---|---|
| Prequalification<br>Evaluation Criteria | No                                    | No  | Required                                  |
| Prequalification<br>Evaluation Result   | No                                    | Required (In case of P/Q)                 | Required(In case of<br>P/Q)               |
| Tender Document                         | No                                    | No  | Required                                  |
| Tender Evaluation<br>Result             | No                                    | Required                                  | Required                                  |
| Contract                                | Required(ICB)                         | Required                                  | Required                                  |

## **CHAPTER 4**

### **ACCOUNTING PROCEDURE**

#### **INTRODUCTION**

The Project Management Unit (PMU) will be fully responsible for the implementation of Project for Improvement of HP Forest Ecosystems Management and Livelihoods in terms of administrative and financial management. The following Accounting Procedure is in agreement with the Minutes of Discussion (MoD), jointly signed by the State Government, GOI and JICA. The purpose of the Accounting Procedure is to formally establish rules and procedures for the conduct of financial business for implementing the Project interventions.

The PMU will collate and consolidate the expenditure statements from divisional and field officers and prepare documents for reimbursement claims to JICA. DMU will receive Projects funds direct from the PMU for the implementation of the Project and disburse it to Project implementation units such as FTUs, and field level implementing units such as VFDS/BMCs and SHGs. The DMUs will report to PMU through their controlling officers.

The DMU shall send the draft Annual Plans of Operation (APO) for the succeeding year to the PMU through their controlling officers not later than 30<sup>th</sup> September. Keeping in view the plans sent by the DMUs, the Annual Plan of Operation and Annual budget estimate for the Project will be prepared by the PMU and discussed in detail with Executive Committee and seeks its approval. It will then be placed before the GB for, final approval.

#### **4.1 OBJECTIVES**

The objectives of the Accounting procedures are:

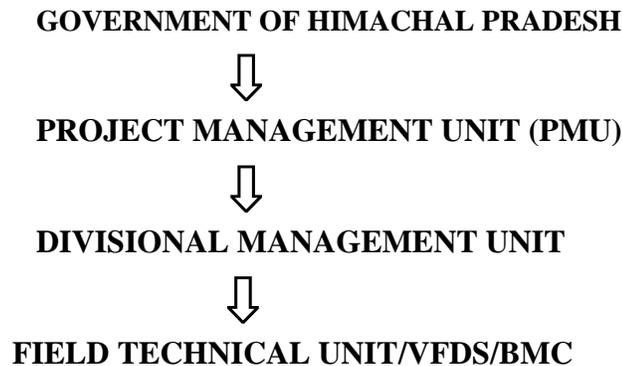
1. To introduce necessary Accounting System for finance, expenditure on procurement & construction & efficacies auditing of the accounts of the Society.
2. To prescribe standard forms and formats for recording the transactions.
3. To record the assets and liabilities and various receipts & payments of the Society in a proper manner.
4. To introduce effective internal financial management practices.

#### **4.2 IMPLEMENTATION**

PMU structure for Accounting

1. The Chief Project Director shall have overall responsibility for effective implementation of these procedures.
2. These rules may be reviewed and modified whenever felt necessary with JICA's concurrence and with the permission of the Governing Body.
3. The Chief Project Director or any other officer of the Society duly authorized by him may operate the financial transactions of the Society.

### 4.3 FLOWS OF FUNDS



### 4.4 ACCOUNTING PRINCIPLES

1. The Project for Improvement of HPFEM& Livelihoods shall follow double entry commercial pattern book keeping system of accounting.
2. The financial year of the Society shall be form 1<sup>st</sup> April to 31<sup>st</sup> March of the next year.
3. All books of accounts of PMU shall be maintained at the Head Office of the Society. DMU and FMU shall maintain their records in terms of transactions done by them only in their respective offices.
4. Receipts and Payments A/C and income & Expenditure A/C for the whole year and balance sheet at the yearend shall be prepared within three months after the close of the financial year.
5. The maintenance of records shall be in such a way as to comply with requirements of statutory acts and rules, whenever, applicable to the Society.

### 4.5 BUDGET

Budget is a statement of estimated receipts and estimated expenditures for the next financial year. The budget process should, therefore, start from the month of January.

1. First of all, estimated receipts are to be worked out. For this, the DMUs shall intimate their estimated funds that would remain unspent with them by the end of 31<sup>st</sup> March through their respective controlling officers. The PMUs should also work out the funds that would remain unspent by the end of 31<sup>st</sup> march. Such unspent amount will come under the category “Unspent balance of the current year”.
2. The balance in the bank A/C of the PMU, DMUs to be worked out. This will come under the category of “funds available in the bank account”.

3. Grants to be received from Government of Himachal Pradesh, or from any other source, shall be taken into account.
4. Loans, if any, allowed to be raised during the next financial year shall be taken in to the account.
5. All the above would constitute as resources for the Society for Improvement of Forest Ecosystems Management and Livelihoods in HP, for the coming financial year.
6. The resources as stated above have to be categorized as Revenue receipts and Capital receipts. The grant will come under Revenue receipts. The loan raised by the Society, if any, will come under Capital receipts.
7. Loan repayments, if any and expenditure on account of Capital assets shall also constitute Capital Expenditure.
8. All other expenditure relating to the Society for Improvement of Forest Ecosystems Management and Livelihoods in HP shall come under the category of revenue expenditure.
9. While framing the budget, Revenue receipts and the Capital receipts are to be shown separately on receipts side of the budget, supported by schedule showing details of revenue receipts and Capital receipts.
10. Similarly, on the expenditure side of budget, Revenue expenditure and Capital expenditures are to be shown separately, supported with schedule showing detail of such expenditure heads wise.
11. The DMU shall send the draft annual plan of operations for the succeeding year to the PMU through the respective circle conservator of forests, by not later than 30<sup>th</sup> September.
12. In consultation with the FTUs, the DMUs shall take steps to work out their work plan with financial forecast for each quarter, and send the same to the PMU through their respective controlling officers not later than 31<sup>st</sup> October every year.
13. The PMU on receipts of the proposal shall scrutinize and consolidate them along with their own office requirements. The budget shall be prepared by the officer in charge of finance and place it before the Chief Project Director of the PMU for approval.
14. PMU will then place it before the Executive Committee in the form of Annual Plan of Operation before 15<sup>th</sup> December. The APO as recommended by the EC and the corresponding budget estimates shall be placed before the Governing Body for final approvals before 31<sup>st</sup> December.

15. Based on the approval APO and corresponding budget estimates by the HPC, the proposal will be sent to the Finance Department of the Government, for sanctions and release of funds to the PMU before 15<sup>th</sup> February.
16. The PMU shall release quarterly funds directly to the DMUs before 30<sup>th</sup> April, under intimation to their controlling officers, based on the approval annual work plan and quarterly financial forecast.
17. The Executive Committee shall meet at the end of each quarter and review the progress of all the components related to the Project implementation.

**4.6 FINANCIAL MANAGEMENT** (Where ever there is contradiction in the present accounting system mentioned below and the accounting system followed in the HPFD, the latter will prevail.)

**4.6.1 Financial Management PMU**

**4.6.1.1 Books of Accounts**

1. Cash Book
2. Bank Book
3. General Book
4. General Ledger
5. Grants Ledger

The following subsidiary registers shall be maintained.

1. Register of Drafts/Cheque Received/issued Form-1& 4 respectively
2. Pay bill register
3. Tax deduction at source register
4. Fixed Assets register/Dead stock register Form-16
5. Stock and store register Form-7
6. Budget Appropriation register
7. Stationary register
8. FAC form-11
9. Detail of Contractor and Sub-Disburser Ledger Form-13
10. Detailed Account Register-Form 14
11. Any other register that may be found necessary

**4.6.1.2 Head of Accounts**

- a) The following main heads of accounts shall be opened:
  1. Forest & Ecosystem Management (FE account)
  2. Community Development & Livelihood Improvement (CD&LI account)
- b) Grants
  1. Revenue Grants GOI
  2. Capital Grants GOI
  3. Revenue Grants GoHP
  4. Capital Grants GoHP
  5. Other Grants

Grants received against specific Project, shall be credited to the concerned Project receipts.

#### **4.7 FUNDS MANAGEMENT AT PMU**

1. The Society shall receive funds from the State Government, Govt of India or from any other source as permitted by the GB/State Govt. by way of revenue grants, Capitals grants or any other specified grants for Projects. All funds received by the society shall be deposited with one or more Nationalized Banks.
2. Funds received in the shape of cheque/draft shall be entered in the cheque/draft register to be maintained in Form No 1 (Register of Cheques/drafts received) and should as quickly as possible,, be deposited in the bank accounts of the Society and in any case not later than three working days.
3. Funds received in cash/draft/cheque/ bank transactions should be supported by the money receipt, to be issued in Form 2 (Money receipt), and should be deposited in the manner as provided in sub rule '2' above. The money receipt should be printed and machine numbered in duplicate. A stock register of money receipt book should be maintained in Form 3 (Stock register of Money Receipts.)
4. The Chief Project Director and any other officer of the Society, duly authorized by him in this behalf, may operate the financial transaction of the Society in the bank. The CPD exercises overall powers of PMU with regard to management of Project funds, including taking up remedial measures as and when required, and bringing in to the notice of the Governing Body.
5. All bank accounts of the Society shall be reconciled on monthly basis and all outstanding entries appearing in the reconciliation statement shall, as far as possible, be cleared before the next reconciliation is undertaken.
6. Funds requirement for the next one month or so may be worked out and the balance amount in the bank account may be kept in fixed/termed deposits with banks. Interest accrued on bank deposits shall be retained by the Society and utilize for the implementation of the Project.
7. For meeting day-to-day administrative expenses, the society may maintain an imprest cash balance not exceeding Rs. 50,000/-.
8. PMU internal functioning may have a separate account and the CPD may authorize an officer to operate this account.
9. The unspent amount with DMU's at the end of 31<sup>st</sup> March shall be reported to the PMU before 7<sup>th</sup> April.
10. The DMU shall not utilize the unspent amount remaining with them at the end of financial year without the prior approval of the PMU.

#### **4.7.1 Cash Management & Cash Book**

1. All remittance to the Society exceeding Rs. 15000/- shall be received by mean of Account Payee cheques or drafts in the name of the Society and not in another name.
2. The cashbook should be maintained in printed form with pages machine numbered. A Certificate regarding the number of pages contained in the Book is to be furnished on the front page of the cash book by the authorized person.
3. Funds received on the behalf of the Society and the expenditures and advance made are to be recorded in the cashbook.
4. The Cashbook should be written on a daily basis and all entries are attested by the concerned DDO.
5. The Cashbook should be written in a Ballpoint pen.
6. Any correction in the Cashbook should not be made by overwriting erasing. The incorrect entry to be clearly scored off and correct entry made separately under attestation of the concerned DDO.
7. Physical verification of Cash balance should normally be made by the concerned DDO at the end of every month or at the time of closing of cashbook and his comments should be recorded in the cashbook.
8. Debits and credits towards bank charges, commissions or interest, which appear in the bank pass book, with supporting debit and credit slips received from the bank, shall be recorded in the cashbook.
9. The bank balance shall be reconciled at the end of every month by preparing bank reconciliation statements.

#### **4.7.2 Bank Transactions**

1. Bank operation should be reduced to minimum number of accounts.
2. All cheques/ bank draft received by the PMU, Society for Improvement of Forest Ecosystems Management and Livelihoods in HP should be deposited immediately, maximum within three days, in the bank accounts of the Society.
3. All Cheques issued shall bear the signature of the authorized officer. Amount of the cheque both in words and figures should be written in such manner that there will be no scope for any interpolation.
4. All cheques shall be received, which are issued only in favor of the Society, and it shall be insured that they are crossed "Account Payee" immediately on receipts.
5. All bank payments shall be made by crossed "Account Payee" cheque except when cheques issued are self-drawn for office cash requirement.
6. Bank statements are to be obtained by the 10<sup>th</sup> of every month for the proceeding month's transactions, and bank reconciliation statements should be prepared for each of the bank accounts in operation. Such reconciliation should be reviewed for action, wherever necessary.

7. Cheque number of each of the cheque issued should be mentioned in the cash / bank book, while giving the narration of such payments.
8. Cheques/Drafts inwards (receipts) and cheque outwards register should be maintained to record all the incoming cheques with particulars in Form No 1, and outgoing cheques with particulars in Form No 4 (Register of Cheques Issued). The person, who is authorized signatory to the cheques, should sign these registers.
9. Cheques shall be payable at any time within three months after the date of issue. If the currency of a cheque expired owing to its not being presented within the period of validity, it may be revalidated and issued by the Society (PMU). In case a cheque is not returned due to lost etc, the bank drawn on should be required to furnish a nonpayment certificate as under:-

**“Certificate that Cheque No.....Dated.....for Rs.....reported by the .....of PIHPFEM&Livelihoods to have been drawn by him on this Bank in favor of.....has not been paid and will not be paid if presented hereafter”.**

When it is necessary to cancel a cheque, the cancellation must be recorded on the counter foil, and the cheque, if in the drawer’s possession, shall be destroyed. If the cheque is not in the drawer’s possession, the bank drawn on should be immediately informed to stop payment of the cheque, under intimation to the drawer requesting him to return the cheque.

10. If the Society (PMU) is informed that a cheque drawn by it has been lost by the drawer, the required certificate as mentioned in sub rule ‘10’ above,, be obtained from the Branch Manager of the concerned bank after which the Society may consider to issue another cheque.

#### **4.7.3 Generals**

1. Where any accounting effects is to be given without making any payments either in cash or through bank like adjustment of advance against final bills or rectification of mistakes etc, such effects only be given through General Vouchers in Form No 7.
2. After every General Voucher is prepared and approved, an entry of the same shall be made in the General register. This will help to ensure that no General voucher is missed, which needs to be recorded.
3. The General voucher is to be prepared in duplicate, after taking approval of CPD and any other officer authorized by him. The voucher is to be serially numbered and file along with all supporting documents.

4. If any items of receipts/cheque/expenditure belonging to one head of accounts competent has been wrongly classified under other head of account/components the error shall be corrected on the following manner:-
  - a) If the error is discovered before the posting is completed in the ledger, the necessary correction should be made in the original entry before the accounts of the day/months are closed.
  - b) If the error is discovered after the posting the ledger but before 31<sup>st</sup> March, the correction should take the form of General entry.

#### **4.7.4 Bank Book**

1. Bank book shall be recorded and maintained by the same person who handles the bank receipts and bank payments.
2. The Bank book shall be updated at least once in a day. The bank book shall close at the end of the every year and the closing balance shall be arrived. Entries in the bank book shall be made only for actual receipts and payments and not for any other reasons.
3. The bank book shall be produced to the Chief Account officer (CAO)/ concerned DDO, for verification at the end of every week, which shall verify the same and affix his signature on the bank book itself.
4. If the accounting is maintained in computerized software, a daily printout of bank book should be taken and weekly verification procedure as mentioned above should be followed. A suitable MIS shall be developed to have better excess of data from DMUs.
5. The Bank Pass book shall be updated once in a month. In case the statements are issued by the bank instead of passbook system, the authenticated statements shall be obtained on the monthly basis.
6. Reconciliation of the Bank book and the Bank Pass Book statements shall be prepared on the monthly basis (called as bank reconciliation statements.)
7. The BRS shall be prepared for every bank and produces before the CAO for verification and signature.

#### **4.7.5 Advances**

1. Various advances such as pay advances, T.A. advance, and advance granted to staff,, and advances for other purposes, shall be given under orders of the CPD or any other officer authorized for that purpose. Such advance payment may be sanctioned on “Advances requisition form” in as per relevant forms of Forest Department and an advance register for such miscellaneous advances be maintained in relevant forms,

These would be governed by the extant GoHP orders/instructions notified from time to time in case of the GoHP officers on secondment/deputation and outsourced/contractual employee's advances shall be governed by their conditions of contract.

2. Payment of advance should be guided by the principle that no second advance should be sanctioned unless the previous advance has been adjusted. No advance shall remain outstanding for more than three months. If an advance remains outstanding for more than six months, deduction from salary of the person concerned shall be effected.
3. For advance paid, a register of advances paid and UC/voucher received is to be maintained.
4. The advance register should be periodically reviewed by the CPD or any other authorized officer, at least once in the month, and accordingly, action should be taken for settlement of outstanding advances.
5. Advances paid should not be treated as expenditure. When it is adjustable, the amount in the voucher shall be entered in the cashbook as expenditure. Balance amount, if any refunded, shall be shown in the closing balance in the shape of "Cash". The outstanding advance of any days, as per the advance register, should agree with the amount of closing balance "In shape of Advance" of the Cash Book on the same day. This Discrepancy, if noticed, should be reconciliation and proper entry in the Cash Book be made.

## **4.8 FINANCIAL MANAGEMENT AT DMU**

### **4.8.1 Funds**

1. The DMU shall open a separate bank account in a nationalized bank for transactions, with prior approval of the PMU. This account shall be in the name of DMU and it shall be operated with single signature of the officer in charge of the DMU.
2. The DMU on receipts of the cheques/drafts from the PMU shall enter the same in the "Register of cheques/draft received".
3. FTU will prepare fund requirements for each target VFDS/BMC/JFMC and submit these budget requisitions to DMU. FTUs to also submit budget requisition for the amount, which will be spent by them for Project Activities to be completed by them. On receipt of these requisitions received from FTUs, the DMUs shall take action to issue crossed cheques/drafts in favor of individual VFDS/BMC/JFMC and FTUs.

4. In respect of the budget issued to the VFDS/BMC/JFMC the DMU shall record the same in the “Grant paid and UCs received.
5. The DMUs shall release further advance to FTUs, only after receipt of accounts of previous advance.
6. The DMUs may require funds for works or procurement connected with the forestry or other programmes of the Society at their level. For such works, the DMUs shall follow the approved departmental procedures and rules in relation to the matters viz. sanction of estimates, posting of work register/stock register, preparation and filling of completion reports, maintenance of measurements books etc till the society adopts its own procedure for such procurements, duly approved by the GB.
7. Payments made in connection with procurements or works shall be in shape of crossed cheques. A register of outgoing cheques shall be maintained.
8. Bank account of DMUs shall be reconciled on monthly basis, as discussed in the foregoing paras. Outstanding entries appearing in the bank reconciliation statements are cleared before the next reconciliation is undertaken.
9. For programs to be executed through the NGOs/CIGs/SHGs or contractors, no advances be given to them. Such payments shall be made on the basis of the work bill presented by them, based on the actual work executed.

#### **4.8.2 Cash Transactions and Cash Book**

1. Separate Cash Book for the Project for Improvement of HPFEM& Livelihoods funds shall be maintained in the DMU. Project transactions shall not be combined with other departmental transactions.
2. Cash Book shall be maintained in the proper printed form, with printed page numbers. In the first page of the Cash Book, a page certificate shall be furnished by the DMU chief.
3. Advances paid shall be written in red ink, in the inner column of the cash book and shall to be treated as expenditure. The advance paid will be treated as expenditure only after the receipts of accounts along with voucher for the work carried out.
4. The Cash Book shall be written on daily basis and all entries are to be attested by the head of DMU.
5. The Cash Book should be written in Ball pen.
6. Any correction in Cash Book shall not be made by overwriting or erasing. The incorrect entry may be neatly struck off and correct entry is made clearly and attested by the officer authorized and signed in the Cash Book.
7. The closing balance if any shall be physically verified by the concerned officer at the end of the each month or as when necessity arises and finding recorded in the Cash Book.

8. An extract of the monthly account in the format prescribed (by the DMU) shall be sent to PMU directly by the DMUs by the 10<sup>th</sup> of next month. The concerned circle/units shall send the monthly progressive statements to PMU not later than 20<sup>th</sup> of every month.
9. All the bills and vouchers pertaining to the implementation of the Project shall be kept separately in safe custody at DMUs.

#### **4.9 PROCUREMENT/EXECUTION OF WORKS**

##### **4.9.1 PMU**

1. It may be necessary for the PMU to undertake certain procurement /execution of works relating to the Project. Such works/procurement shall be done as per Procurement Guidelines and delegation of powers, provided in the OM.
2. No advance to suppliers or contractors is permissible, except that provided in the Contract Agreement.
3. Payments of suppliers or contractors involving more than Rs. 15000/- shall be made by means of cross cheques. However, for petty purchases below Rs. 15000, cash payments may be made out of the imprest funds.
4. All payments shall be made only on supporting vouchers/bills in original.
5. The supporting bill/vouchers which are passed for payments should be cancelled with an endorsement "Paid and Cancelled" and duly attested by the authorized officer. The paid bills/vouchers cannot be presented again for payments.
6. When supporting vouchers/bills cannot be obtained for petty expenses, certificate of payments to be made by the person making such payments in Appropriate Form and the same is to be duly countersigned by the concerned DDO and for other expenditure duplicate copy of bills and vouchers can be obtained and admitted if original is lost.
7. For financial procedure, which is not mentioned in this manual, the HPFD Government of Himachal Pradesh codal provisions shall be followed.

##### **4.10 DMU**

- It may be expedient to effect some procurement at the DMU level for smooth functioning of the Project works. The following procedure will be followed at DMU level.
1. For procurement/work executed, necessary formalities like sanction of expenditure, invitation of quotation or bids etc, shall be followed in accordance with the Himachal Pradesh procurement Guidelines/Delegation of powers to the Society, as applicable.
  2. The Controlling officer (Field Conservators and Chief Conservators) may use their administrative/financial powers for sanction of estimates/works, which are not within

- the powers of DMU Chief/DFO. For sanction of estimates/works beyond the administrative/administrative/financial powers of the Field Conservators or Chief Conservators, matters may be referred to PMU for sanction.
3. The FTU shall be responsible for maintenance of accounts for the Project works executed by them departmentally.
  4. For works required to be executed departmentally for facilitating efficient execution of Project works, necessary procedures as followed in such other works executed in the department to be followed, till the Society adopts its own procedure, duly approved by the GB.
  5. Payment for such procurements/works shall be made only after prescribed checks/measurements, as per the department procedure.
  6. All such payments should be made by crossed cheques. All the accounts, vouchers and documents relating to the procurement or work shall be preserved at the DMU for the purpose of audit and shall be made available to the AG Audit team or to the Auditors engaged by the PMU.
  7. Monthly reports on all such bills in the prescribed forms shall be sent to the DMU along with UCs, for adjustments of the advance and maintenance of accounts the DMU/PMU. A register of work bill sent to DMU should be maintained in Appropriate Form. After the bills are passed by the DMU, the amount for which the bills have been passed should be entered in the said register.
  8. For works entrusted to the NGOs, contractors or any firm etc., the FTU in charge shall prepare the bill observing necessary formalities and sent to them the DMU for pass & payment or adjustment of the advance, if any, already paid. For works, for which no advance has been paid before, cheques in favor of the person or firm shall be issued. Deduction of income tax or any other tax, as stipulated, shall be made from the bill. A register be maintained for this purpose.
  9. A separate Cash Book shall be maintained by the officer in charge of FTU in printed form with printed page numbers.
  10. Cheques issued by the DMU in favor of the FTUs, for execution of departmental works shall be accounted in Form No 4.
  11. All records and registers maintained in connection with the Project works should be produced before the audit by the AG, or by the auditors engaged by PMU.

12. The destruction of records/vouchers/documents shall take place only after obtaining specific approvals of the Chief Project Director (CPD).

#### **4.11 EXECUTION OF WORKS AT VFDS/BMC LEVEL**

The FTUs headed by FTU officer (Ex-Officio Range Officer) would be responsible Project implementation at VFDS/BMC. VFDS/BMC shall be the main implementation for most of the Project activities, to be implemented in the field, unless otherwise stated as per Minutes of Discussions of the Project. The planning, implementation monitoring and reporting would be by the executive Committee of the VFDS/BMC. The Chairperson, Secretary and other members shall function as specified in PFM Rules, 2001.

##### **4.11.1 Accounting at VFDS/BMC level**

1. All cheques issued by the Divisional Management Unit (DMU) in favor of the VFDS/BMC shall be routed through the Field Technical Unit (FTU). Before handling cheques to the respective VFDS/BMC, these should be entered in a register to be maintained in Form No.5 at FTU, for watching the progress of expenditure preparation of works bills by VFDS/BMC.
2. The VFDS/BMC shall open a separate bank account in the name of Executive Committee of the VFDS/BMC, dedicated only to the Project, in any Nationalized Bank available, or in nearest Gramin Bank.
3. The account shall be operated as per provisions of Himachal Pradesh VFDS/BMC rules guidelines issued by PMU in this regard. It shall be the duty of the Treasurer/President of the Management Committee to deposit the cheques issued for Project Activities immediately, not later than two working days, and should keep the funds in cash in hand.
4. The DMUs shall not issue funds to the VFDS/BMC in one go, through a single cheque Budget to the VFDS/BMC should be released on a quarterly basis, on the bases satisfactory expenditure and utilization by the respective VFDS/BMC.
5. While cash is withdrawn from the Bank of expenditure, adequate arrangements should be made for safe custody of the cash before it is disbursed. As fund possible, all payments should be made by cheque.
6. Cash book in the prescribed format shall be maintained for each VFDS/BMC by secretary of the VFDS/BMC and signed by the President. A cash book should be written Ball pen and any correction in the cash book should not be made by overwriting erasing. The incorrect should be clearly scored off and correct entry made separately under proper attention. Other detailed instructions for writing maintenance of the cash book shall be issued by the PMU.
7. Detailed procedure for incurring expenditure and its accounting under the Project shall be issued by the Project Management Unit (PMU), which will be binding the VFDS/BMC to follow it strictly failing which, the flow of funds to the VFDS/BMC may be stopped.

#### **4.12 GENERAL LEDGER**

General ledger is maintained by the DDO to record individual accounts for each kind of receipts or expenditure other than cash accounts and bank accounts. This should ultimately help the society to prepare the monthly Trial Balance and Annual Statements of income and expenditure and other financial statements. General ledger shall be in printed book and machine numbered. Entries in the General ledger shall be posted on the basis of original entry recorded in the cash book and General Book. Connected column in the General ledger shall have brief narration as continued in the Cash Book and General Book. In addition, subsidiary ledger shall be maintained to record details of various transactions to supplement the General ledger. The officer in charge of Finance shall review the General ledger account periodically.

#### **4.13 GRANTS LEDGER**

A control register for the grants/advances paid to DMUs and the UCs received shall be maintained in the relevant form. This is necessary to watch the work progress in the field and submission of UC to the appropriate authority. This ledger will also help to know the outstanding UCs and ensure submission of the same by the DMUs. Separate pages of register should allot to different DMUs. Advance not related to work/plantation should not be brought into this ledger.

#### **4.14 STOCK & STORES**

1. It shall unnecessary at the PMU level of the Society for effecting procurement for smooth implementation of the Project Activities. All procurements shall conform to quality and specification.
2. Procurement shall be made as per Procurement Guidelines and Delegation of Powers within the Society, duly approved by the GB and concurred by JICA.
3. The bills to be passed for payments should bear the certificate that “Goods have been received in good condition and as per the specification” and that “The Goods have been entered in the stock register at Page No ....”
4. Entry of such stores is recorded in the stock register item wise. Issue of the consumable goods shall be maintained in a separate register of consumable stock.
5. Fixed assets should be entered in the fixed Assets Register in the relevant form Asset wise, preferably with visual, and serial number of the assets to be recorded on the assets itself legibly.
6. Verification of the stock or stores to be made annually by an officer authorized by the CPD and result of such verification to be recorded on the connected stock Register.
7. Any loss of stock due to theft, misappropriation brought to the notice of the CPD immediately, and necessary action as per Government Procedures to be undertaken.
8. The person (s) handling cash and store of the Society shall furnish sec deposit, as directed by the CPD, as per rules.

#### **4.15 AUDIT**

1. The period of preservation of all records and registers in the PMU/DMU shall be ten years from the completion of the Project.
2. The Society at the PMU level shall maintain a panel of Chartered Accountant for the purpose of internal audit of the PMU, and PMU may consider appointed audit firm of CA from the panel so maintained through negotiation on the scope of works and terms of references. The scope of the internal audit shall mainly financial.
3. In addition to internal audit, the Society may also consider appointing and firming of CA from the panel maintained by it every year through negotiation up financial, physical and performance at all levels i.e. PMU, DMU and FTU by the Charter Accountants shall include value of money analysis, eco efficiency and effectiveness of the Project Implementation.
4. Special Audit, if required, shall also be undertaken, as and when necessity and decided by the Chief Project Director.
5. The accounts of PMU shall also be subject to audit by the Accountant General. The annual audited accounts shall be placed before the GB.
6. The audit fee to be charged by the internal auditors shall require approval of Procurement Committee of the PMU, approved by CPD.
7. The internal auditor shall directly report to the CPD of PMU.
8. Detailed TOR for audit shall be framed by the Finance Officer, after approval from EC/GB.

#### **4.16 REIMBURSEMENT**

The Project expenditure will be incurred out of the budgetary allocation and received from Government of Himachal Pradesh. The PMU will allocate funds directly to the DMUs. Based on the expenditure incurred, the DMUs shall send reimbursement signed by the head of the DMU, every month to the PMU. The reimbursement claims be sent in the format of prescribed in appropriate Form. Reports and returns on expenditure with bills and vouchers covering the entire expenditure have to be sent by the FTU/DMU within the time as prescribed below:-

1. The DMUs shall obtain the reimbursement claim from the FTUs in time and consolidated reimbursement claim to PMU before 10<sup>th</sup> of every month.
2. The PMU receipts of the reimbursement claim shall consolidate the expenditure of PMU/DMUs/FTUs and send reimbursement claims to GOI (Controller of Accounts & Audit) before 15<sup>th</sup> of every month in the format prescribed by JICA the loan agreement. One copy of the reimbursement claim to be sent to JICA advance.
3. Guideline for preparation of reimbursement claims.  
The claims should be made with reference to relevant components and activities for which expenditure was incurred.

The ineligible expenditure is (as has been listed in MOD)

- i) General administration expenses (Salary and other payment to contract staff is however eligible)
- ii) Taxes and duties (except excise duty which is eligible)
- iii) Purchases of land and other real property.

- iv) Compensation
- v) Other direct items

The officers responsible for sending the reimbursement claims should carefully scrutinize whether the claims are made with references to the expenditure of the month and ineligible expenses are accurately shown in the claims. The concerned officers are personally responsible for accuracy of the claims.

#### 4.17 BUDGET HEADS

The details of budget head helps in preparation of detailed budget, demand, APO, release of funds by PMU to DMU , FTU and accounting of the funds expenditure .It is a regulatory mechanism to control expenditure . The details of budget heads are as follows.

- 1. 1, 2, 3, 4- Major components
- 2. 1.1,2....., 2.1,2....., 3.1,2....., 4.1,2... Sub components
- 3. 1,2,3,4..... Major works
- 4. i,ii,iii,iv..... Sub works

| <b>Component 1: Sustainable Forest Ecosystem Management</b> |   |
|---|---|
| 1.1 Preparatory Works for Participatory Forest Management   | 1.1.1 Identification and Selection of Interventions Areas<br>1.1.2 Identification of PFM mode or Departmental mode<br>1.1.3 Surveying and Mapping of Intervention Areas<br>1.1.4 Identification and Selection of Target Communities<br>1.1.5 Engagement of Motivators, Ward Level Facilitators<br>1.1.6 Community Mobilisation<br>1.1.7 Preparation of FEMP and CD&LIP<br>1.1.8 Annual Planning/ Revisiting of Micro Plan (4th Year)  |
| 1.2 Participatory Forest Management (PFM) Mode              | 1.2.1 Site Specific Planning and Monitoring<br>1.2.2 Drainage Line Treatment (ex-situ SWC work)<br>1.2.3 Improvement/ Densification of Moderately Dense Forest<br>1.2.4 Afforestation/ Improvement of Open/ Scrub Forest Fuel wood & Fodder Plantation<br>1.2.5 Improvement of Forest Quality at Key Concerned Forest Areas<br>1.2.6 Improvement of Pastures/ Grasslands (including in-situ SWC work)<br>1.2.7 Forest Fire Protection<br>1.2.8 Forestry Intervention at Outside of Forest Areas |
| 1.3 Training of FWC Sub-Committees                          | 1.3.1 Training of VFDS<br>1.3.2 Exposure Visit by the Community Institution<br>1.3.3 Joint Workshop for Community Level Institution   |
| 1.4 Department Mode   | 1.4.1 Site Specific Planning and Monitoring<br>1.4.2 Improvement of Forest Boundary Management at Project Intervention Areas<br>1.4.3 Improvement of Nurseries<br>1.4.4 Seedling Production<br>1.4.5 Non-PFM Drainage Line Treatment (ex-situ SWC work: including treatable surface Erosion Control)<br>1.4.6 Secondary Silvicultural Operations for Improvement of   |

|   |  |
|---|--|
|   | <p>Existing Forests</p> <p>1.4.7 Improvement/ Densification of Moderately Dense Forest</p> <p>1.4.8 Forestation/ Improvement of Open/ Scrub Forest</p> <p>1.4.9 Improvement of Pastures/ Grasslands (including in-situ SWC work)</p> <p>1.4.10 Forest Fire Management</p>                    |
| 1.5 Training of Project related staff of HPFD           | <p>1.5.1 TOT for FCCU Subject Matter Specialist/ FTU Coordinators for Field Facilitation</p> <p>1.5.2 Training for GP Motivators and Facilitators</p>  |
| 1.6 Research  | <p>1.6.1 Monitoring Data Accumulation for Nursing and Planting of Tall Plants</p> <p>1.6.2 Monitoring Data Accumulation for Effective Pasture Management</p> <p>1.6.3 Study for Effective SWC and Land Slide Control Measures</p>  |
| <b>Component 2: Sustainable Biodiversity Management</b> |  |
| 2.1 Scientific Biodiversity Management                  | <p>2.1.1 Preparatory Works</p> <p>2.1.2 Protected area management improvement in core zone or buffer zone</p> <p>2.1.3 Human-wildlife conflict mitigation/management</p> <p>2.1.4 Wildlife habitat improvement</p> <p>2.1.5 Recovery programmes for endangered wildlife</p>                  |
| 1. Training of Project related Staff of HPFD            | <p>1. TOT for DMU Subject matter Specialist/FTU coordinator for field facilitation</p> <p>2. Training for GP Mobilizer and facilitators</p>  |
| 2. Research   | <p>2.3.1 Pilot Project on Biodiversity Corridor (Baseline survey for biodiversity corridor)</p> <p>2.3.2 Basic study for designing Biodiversity Census</p>   |
| 3. Community Based Biodiversity Management              | <p>2.4.1 Preparatory Works</p> <p>2.4.2 Community Based Biodiversity Management</p>  |
| 4. Training of BMC and sub-committee                    | <p>2.5.1 Training for DMU/FTU</p> <p>2.5.2 Training for BMC and Sub Committee</p> <p>2.5.3 Exposure Visit by the Community institutions</p> <p>2.5.4 Joint Workshops for Community level institution (VFDSs/BMCs and sub-committees)</p>   |
| <b>Component 3 Livelihoods Improvement Support</b>      |  |
| 3.1 Community Development                               | <p>3.1.1 Preparation of CD&amp;LIP</p> <p>3.1.2 Transfer of Funds</p> <p>3.1.3 Implementation of CD activities</p> <p>3.1.4 Preparation of Guidelines Manuals and Training Programmes for Community Development</p> <p>3.1.5 Research: Pilot Project on Hydro Cultural Fodder Production</p> |
| 3.2 NTFP based Livelihood Improvement                   | <p>3.2.1 Preparatory Works</p> <p>3.2.2 NTFP Cluster and Enterprise Development</p> <p>3.2.3 NTFP Research &amp; Development</p>   |

|   |  |
|---|--|
|   | <p>3.2.4 NTFP Cultivation</p> <p>3.2.5 NTFP Market Research and Promotion</p> <p>3.2.6 Training and Extension</p>  |
| 3.3 Non NTFP based Livelihood Improvement               | <p>3.3.1 Preparation of Livelihood Improvement Strategy and Plan</p> <p>3.3.2 Preparation of CD&amp;LIP</p> <p>3.3.3 Formation/ Reviving CIGs/ SHGs</p> <p>3.3.4 Implementation of Household/ Community level livelihood improvement</p> <p>3.3.5 Promotion of Cluster based Livelihood Activities</p> <p>3.3.6 Training Programmes for Livelihood Improvement</p> <p>3.3.7 Capacity Development for CIGs/ SHGs and Cluster Based Organisation</p> |
| <b>Component 4 Institutional Capacity Strengthening</b> |  |
| 4.1 Preparatory Works                                   | <p>4.1.1 Establishment of PMU and Field Level Units</p> <p>4.1.2 Strengthening of PMU and Field Level Units</p> <p>4.1.3 Preparation of Gender Action Plan</p> <p>4.1.4 Environmental and Social Consideration</p>   |
| 4.2 Capacity Development                                | <p>4.2.1 Implementing Agency</p> <p>4.2.2 Gender Training</p> <p>4.2.3 Environmental and Social Consideration</p>  |
| 4.3 M&E   | <p>4.3.1 Establishing and operational sing M&amp;E System</p> <p>4.3.2 Enhancement and Promotion of GIS/ MIS/ ICT</p> <p>4.3.3 Communication and Publicity</p>   |
| 4.4 Research  | <p>4.4.1 Basic Study for Strengthening of ICT at HPFD</p>  |
| 4.5 PMC   | <p>4.5.1 Procurement of PMC</p> <p>4.5.2 Deployment of PMC specialists</p> <p>4.5.3 Provision of Technical and Managerial Advisory Services</p> <p>4.5.4 Preparation of Reports</p>  |
| 4.6 Phase Out   | <p>4.6.1 Implementing Agency</p> <p>4.6.1.1 Preparation of Phase-Out/ Sustainability Mechanism Plan</p> <p>4.6.1.2 Transfer of Assets and Resources</p> <p>4.6.2 Community Based Organisations</p> <p>4.6.2.1 Revisiting of FEMP and CD&amp;LIP</p> <p>4.6.2.2 Phase Out Training</p>  |

## Appendix I

### Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.

#### Schedule of Powers

| Sr. No.   | Description  | Authority                              | Extent of Power (Financial Limits) |
|---|--|--|------------------------------------|
| <b>A Administrative</b>   |  |  |                                    |
| 1.  | Approval of Operation Manual of the Society  | HPC                                    | Full Powers                        |
| 2.  | Approval of Annual Plan of Operations of the Society   | GB                                     | Full Powers                        |
| 3.  | Apply for funds from State Government as per APO   | CPD                                    | Full Powers                        |
| 4.  | Release of funds to PMU  | State Government                       | Full Powers                        |
| 5.  | Release of funds to PIU/ VFDS/BMC  | CPD                                    | Full Powers                        |
| 6.  | File Reimbursement Claims to JICA with a copy to State Government  | CPD                                    | Full Powers                        |
| 7.  | Creation of Posts ( Contractual )  | CPD                                    | Full Powers                        |
| 8.  | All Administrative / Financial Sanctions   | Chairperson, GB                        | Full Powers                        |
| 9.  | Revised Administrative/ Financial Sanctions  | Chairperson, GB                        | Full Powers                        |
| 10.   | Approval of RRs for Contractual Posts  | CPD                                    | Full Powers                        |
| 11.   | Appointment to Posts created ( Contractual Staff)  | Chief Project Director                 | Full Power with Powers to delegate |
| 12.   | Sanction of journey with in the State for CPD and other officers of the PMU  | CPD                                    | Full Power with Powers to delegate |
| 13.   | Sanction of Journey outside the state for CPD  | Chairperson of the Governing Body (GB) | Full Powers                        |
| 14.   | Sanction of journey outside the state for CPD other officers of the PMU  | CPD                                    | Full Power with Powers to delegate |
| 15.   | Sanction of journey outside the country for all the officers of the PMU  | Government                             | Full Power                         |
| 16.   | Sanction of leave etc. for contractual staff in PMU  | CPD                                    | Full Power with Powers to delegate |
| 17.   | Approval of TA/Medical Reimbursement Rules for the Society   | GB                                     | Full Powers                        |
| 18.   | Pass claims in respect of Salary/ Wages, T.A bills & advances, Medical reimbursement and other personal entitlements of all the officers and staff working in the Society. | CPD                                    | Full Power with Powers to delegate |
| 19.   | Procedure for Auditing of the Accounts of the Society  | GB                                     | Full Power                         |
| 20.   | Selection of Auditors  | CPD                                    | Full Power                         |
| 21.   | Approval of Tender Evaluation & recommendation committee for works   | CPD                                    | Full Power                         |
| 22.   | Approval of Procurement Committee for goods and services & Investment Committee.   | CPD                                    | Full Power                         |
| <b>B Financial</b>  |  |  |                                    |
| Procurement of Goods and Services, Stores & Stocks , Execution of works |  |  |                                    |
| 1.  | Approval of Annual Budget & Accounts of the Society as per Annual Plan of Operations   | HPC                                    | Full Power                         |
| 2.  | Write off discrepancies in accounts  | HPC                                    | Full Power                         |

|     |   |  |   |
|-----|---|--|---|
| 3.  | Accord Administrative and Financial Sanction for the Purchase of furniture & other office Supplies. including computer hardware and software  | CPD  | Full Power with Powers to delegate  |
| 4.  | Procurement of new vehicles , as approved in MOD, and when such procurement is approved by HPC  | CPD  | Full Power  |
| 5.  | Procurement of project management consultancy (PMC)   | CPD  | As per JICA Guidelines for procurement of consultants , dated April 2012 under Japanese ODA Loans |
| 6.  | To call and advertise invitation for any expression of interest and bids / tenders  | CPD  | Full Power with Powers to delegate  |
| 7.  | Approval of bid documents   | CPD subject to approval by Tender Evaluation & recommendation committee of the PMU | Full Power  |
| 8.  | Bids evaluation , Negotiation of contract   | CPD subject to approval by Tender Evaluation & recommendation committee of the PMU | Full Power  |
| 9.  | Award of Contract   | CPD on recommendation of the committee DMU Chief                                   | Full Power with Powers to delegate w.r.t DMU  |
| 10. | Work order & Agreement with Contractors/ Suppliers , payment of work bills , suppliers bills , works advance , suppliers advance as per the contract / agreement                                | CPD<br><br>Concerned DMU Chief   | Full Power with Powers to delegate<br><br>Full Power with Powers w.r.t DMU                        |
| 11. | Rescind contract for recorded reasons, where such cancellation does not result in loss to Government  | CPD  | Full Power with Powers to delegate  |
| 12. | To withdraw work from a contractor under relevant clause of agreement for recorded reasons , where such withdrawal doesn't result into an   | CPD  | Full Power with Powers to delegate  |
| 13. | Approve delegation of power and authority within his own powers & financial limits for smooth operation of the Project subject to the clause that delegated powers cannot be further delegated. | CPD  | Full Power with Powers to delegate  |
| 14. | Sanctioning of Amount in Resilient infrastructure Reconstruction  | CPD  | Full Powers   |
| 15. | To open Bank Account of the Society & operate or authorize operation thereof  | CPD  | Full Powers   |
| 16. | Signing of Cheques  | CPD  | Full Power with Powers to delegate  |
| 17. | For and on behalf of the society to draw , endorse  | CPD  | Full Power with   |

|     |  |   |   |
|-----|--|---|---|
|     | and negotiate all such cheques, bills of exchange , promissory notes hundis, drafts , Govt. and other securities, as would be necessary for carrying out the affairs of the society  |   | Powers to delegate  |
| 18. | To engage an appropriate Authority /Persons or Person , including a Consultancy firm or Technical Organization for feasibility studies or schemes for Project reports or any other report undertaken for implementation of the Project | CPD   | Full Power of CPD   |
| 19. | Other than PMC , Sanction of variation in quantities of surveys compared to quantities in contract agreement of consultants  | CPD   | Full Powers   |
| 20. | Other than PMC , Sanction of variation of man months of consultants and creation of additional position of consultants, within the contract amount of agreement with the consultants   | CPD   | Full Powers   |
| 21. | Other than PMC , Sanction of variation in out of pocket expenses of consultants from contingencies, agreement with consultants   | CPD   | Full Powers   |
| 22. | Other than PMC , Approval of remuneration of replaced & additional personnel by consultants  | CPD   | Full Powers   |
| 23. | Other than PMC , Sanction of extra items of survey work in contract agreement of consultants   | CPD   | Full Powers   |
| 24. | Accord Sanction of Schemes / Project /Works, already approved by HPC in APO, to till fulfill the objectives of the society   | Chairperson, EC<br>Chairperson , GB<br>Chairperson, HPC | 20 Lakh<br>Up to 5 Crores<br>Full Powers  |
| 25. | To buy or procure materials, stores or moveable assets required for the Society for execution of works.  | CPD<br>Chairperson, EC<br>Chairperson , HPC             | 20 Lakh<br>5 Crores<br>Full Powers  |
| 26. | Books & Publication / Printing related to the Project<br><br>General Books   | CPD   | Full Powers with Powers to delegate subject to Budget Provision<br><br>Rs 50000 in a year |
| 27. | Publication of tenders in News papers for Procurement & Construction Works   | CPD   | Full Powers with Powers to delegate   |
| 28. | Sanction of Expenditure for hiring office building for PMU   | CPD   | Full Powers with Powers to delegate   |
| 29. | Sanction Expenditure on Exhibitions / Works hops / Domestic Trainings  | CPD   | Full Powers with Powers to delegate subject to Budget                                     |
| 30. | Telephones/ Cell phone including internet connection   | CPD   | Full Powers   |
| 31. | Extension of Present Building under approved Logistic Support to DMU/FMU   | CPD   | Full Powers   |
| 32. | Expenditure of Legal matters of the Society  | CPD   | Full Powers   |
| 33. | Approval of Rates based on Analysis for all works under the Project  | CPD   | Full Powers   |

|     |  |                         |   |
|-----|--|-------------------------|---|
| 34. | Approval of substitution, deviation, extra items and variation, over & above Bill of Quantities (BOQ) items of works, after recommendation of Technical Committee.     | CPD<br>Chairperson , GB | CPD –within limit of 10% of the project cost<br>Full Powers   |
| 35. | Sanction of mobilization advance for works contracts as per agreement  | CPD<br>Chairperson ,GB  | Full Powers as per contract   |
| 36. | Extension of time period for execution of works for Projects, subjects to the condition that there is no escalation in cost of the work as a result of such extension. | DMU Chief<br>CPD        | DMU Chief up to 20% duration , beyond which CPD shall have full powers  |
| 37. | Sanction of price escalation/ cost variation under clauses of agreement  | CPD                     | DMU Chief up to 10% of the contract value Beyond 10% prior approval of CPD, subject to overall respective Budget Component. |
| 38. | Refund of performance guarantee and retention money  | CPD<br>DMU Chief        | Full Powers<br>Full Powers  |
| 39. | Sanction of miscellaneous expenses e.g. Laboratory testing, sampling minor equipment etc. for DMU  | CPD<br>DMU Chief        | Full Powers subject to Budget Provisions<br>Full Powers w.r.t. to DMU   |
| 40. | Sanction of advance payment of testing charges by approved labs for the purpose of ensuring quality control of materials or executed works                             | CPD<br>DMU Chief        | Full Powers<br>Full Powers  |
| 41. | To invest surplus funds in short term deposits/ fixed deposits as per Accounting Procedure.  | CPD                     | Full Power after completing Budget requirement  |
| 42. | To incur contingent expenditure Non- recurring   | CPD                     | Full Power Rs 5 lakh in each case   |
| 43. | Expenditure on Workshop, training , meeting etc. including associated expenses CPD   | CPD                     | Full Power with delegate, subject to Budget Provision in Annual Budget  |
| 44. | Sanction, after due investigation, the write off of MB, which have been lost   | GB                      | Full Power  |

For all other Administrative & Financial Powers, Chairperson GB/EC will function as Administrative Department; Chief Project Director of the Project will be HoD for Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods. DMU Chiefs will be Head of office for their respective offices. This Schedule of Powers bears the approval of the High Powered Committee (HPC) of Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P. of which PMU is a part. Subsequent Amendments to the above Schedule of Powers may be issued from time, under the approval of the HPC.

**Appendix II**  
**(Forms)**  
**FORM NO.1**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

**REGISTER OF CHEQUES/DRAFT RECEIVED**

| SL. No. | Date of Receipt | Money Receipt |      | Whom Received | Chq./ Draft No. | Date | Name of the Bank |
|---------|-----------------|---------------|------|---------------|-----------------|------|------------------|
|         |                 | No.           | Date |               |                 |      |                  |
|         |                 | (a)           | (b)  |               |                 |      |                  |
| 1.      | 2.              | 3.            |      | 4.            | 5.              | 6.   | 7.               |
|         |                 |               |      |               |                 |      |                  |

| Amount | Date of deposit in bank | Name of the bank in which deposited | Signature of the officer in charge | Date of collection of the cheque | Cash book Relevant Dr. item/ Vr. No. | Remarks |
|--------|-------------------------|-------------------------------------|------------------------------------|----------------------------------|--------------------------------------|---------|
| 8.     | 9.                      | 10.                                 | 11.                                | 12.                              | 13.                                  | 14.     |
|        |                         |                                     |                                    |                                  |                                      |         |

**FORM No. 2**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

**Money Receipt**

Book No..... Receipt No.  
.....

Received with thanks form  
.....  
.....

The Sum of Rs.....  
Rupees.....

.....) by Cash / Cheque/ DD No.  
.....

Account of  
.....  
.....

### FORM No. 3

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

#### **Stock Register of Money Receipts**

| Date of Receipt | No. of books received | Book No. |     | Receipt Nos. |     | Signature of Officer in Charge | Date of issue |
|-----------------|-----------------------|----------|-----|--------------|-----|--------------------------------|---------------|
|                 |                       | From     | No. | From         | No. |                                |               |
| 1.              | 2.                    | 3.       | 4.  | 5.           | 6.  | 7.                             | 8.            |
|                 |                       |          |     |              |     |                                |               |

| No. of books Issued | Book Nos. |     | Receipt Nos. |     | Signature of Officer in Charge | Remarks |
|---------------------|-----------|-----|--------------|-----|--------------------------------|---------|
|                     | From      | No. | From         | No. |                                |         |
| 9.                  | 10.       | 11. | 12.          | 13. | 14.                            | 15.     |
|                     |           |     |              |     |                                |         |

### FORM No. 4

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

#### **Register of Cheque Issued**

| Sl.No. | Date | Cheque No. & date | Head of Account | Amount of the cheque | Total Allocation Amount | Balance after issue | In whose favor issued |
|--------|------|-------------------|-----------------|----------------------|-------------------------|---------------------|-----------------------|
| 1.     | 2.   | 3.                | 4.              | 5.                   | 6.                      | 7.                  | 8.                    |
|        |      |                   |                 |                      |                         |                     |                       |

| Cash Book Voucher No. | Initials of cheque writer | Signature of authorized | Date of encashment | Acknowledgement of person who received | Remarks |
|-----------------------|---------------------------|-------------------------|--------------------|--|---------|
| 9.                    | 10.                       | 11.                     | 12.                | 13.                                    | 14.     |
|                       |                           |                         |                    |  |         |

**FORM No.5**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**  
**REGISTER OF CHEQUES ISSUED TO VFDS/BMC**

| Date of Issue | Cheque Details | Name of Bank | Amount | Date of Delivery of Cheque | Remarks |
|---------------|----------------|--------------|--------|----------------------------|---------|
| 1.            | 2.             | 3.           | 4.     | 5.                         | 6.      |
|               |                |              |        |                            |         |

**FORM No. 6 Cash Book**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**  
**CASH BOOK**

| Income(Cr.) |          |                  |        |             | Expenditure ( Cr.) |             |                        |        |             |
|-------------|----------|------------------|--------|-------------|--------------------|-------------|------------------------|--------|-------------|
| Date        | Item No. | Detail of Income | Amount | Budget Head | Date               | Voucher No. | Details of Expenditure | Amount | Budget Head |
|             |          |                  |        |             |                    |             |                        |        |             |
|             |          |                  |        |             |                    |             |                        |        |             |

**FORM No. 7**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**  
**GENERAL VOUCHERS**

Project Code ..... Vr. No. .... Vr.  
 Date.....  
 Location Code.....

| Account Code             |                           | Head of Account narration | Debit amount | Credit amount |
|--------------------------|---------------------------|---------------------------|--------------|---------------|
| Division Code (GL Code ) | Component Code ( SL Code) |                           |              |               |
|                          |                           |                           |              |               |
|                          |                           |                           |              |               |
|                          |                           |                           |              |               |
|                          |                           | Total                     |              |               |

No. of entries .....

Pass for adjustment

**Accountant**

**PD,(A & F)**

**FORM No.****Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.  
Fixed Deposit/ Term Deposit Register**

| Date of Deposit | FDR No. | Amount | Period of deposit | Due date of maturity | Rate of Interest | Amount of Interest |
|-----------------|---------|--------|-------------------|----------------------|------------------|--------------------|
| 1.              | 2.      | 3.     | 4.                | 5.                   | 6.               | 7.                 |
|                 |         |        |                   |                      |                  |                    |

| Premature withdrawal |          | Withdrawal on Maturity |          | Name of the bank in which deposited | Signature of the officer in Charge | Date of collection of the cheque | Cash book Relevant/ Dr. item / Vr. No. | Remarks |
|----------------------|----------|------------------------|----------|-------------------------------------|------------------------------------|----------------------------------|--|---------|
| Principal            | Interest | Principal              | Interest |                                     |                                    |                                  |  |         |
| 8.                   | 9.       | 10.                    | 11.      | 12.                                 | 13.                                | 14.                              | 15.                                    | 16.     |
|                      |          |                        |          |                                     |                                    |                                  |  |         |

**FORM No.****Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.  
GENERAL LEDGER**

| Date | Particular | Vr. No. | L.F | SFL | Debit Rs. | Credit Rs. |
|------|------------|---------|-----|-----|-----------|------------|
|      |            |         |     |     |           |            |
|      |            |         |     |     |           |            |
|      |            |         |     |     |           |            |

**FORM No.****Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.  
Advance requisition Form**

Name of the employee :  
 Designation :  
 Amount of Advance required :  
 Break up of advance requirement :

| Particular | Amount |
|------------|--------|
|            |        |
|            |        |
|            |        |
|            |        |
|            |        |
|            |        |
|            |        |
| Total      |        |

Previous advance outstanding:

Head of Account:

**Signature of Employee**

Sanctioned advance of Rs. ....

( Rupees .....)

**FORM No.**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

**Register of Misc. Advance Paid**

| SL. No. | Date of Payment | Name of Employee | Amount of Advance Paid | Purchase of Advance | Date on which Voucher Submitted | Amount for which voucher Submitted | Balance amount refunded | Balance outstanding | Details of Cash Books Vr. No. for the adjusted voucher | Remarks |
|---------|-----------------|------------------|------------------------|---------------------|---------------------------------|------------------------------------|-------------------------|---------------------|--|---------|
| 1.      | 2.              | 3.               | 4.                     | 5.                  | 6.                              | 7.                                 | 8.                      | 9.                  | 10.  | 11.     |
|         |                 |                  |                        |                     |                                 |                                    |                         |                     |  |         |

**FORM No.**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

**Register of Expenditure and Reimbursement claims.**

**Name of the Grantee:**

| Sl. No. | Name of the Controlling Unit | Amount released so far | Amount Utilized (UCs) Received |                  |                             | Amount eligible for reimbursement |                  |                             |
|---------|------------------------------|------------------------|--------------------------------|------------------|-----------------------------|-----------------------------------|------------------|-----------------------------|
|         |                              |                        | UP to Pervious Month           | During the month | UP to the end of this month | UP to Pervious Month              | During the month | UP to the end of this month |
| 1.      | 2.                           | 3.                     | 4.                             | 5.               | 6.                          | 7.                                | 8.               | 9.                          |
|         |                              |                        |                                |                  |                             |                                   |                  |                             |

| Amount Utilized      |                  |                             | Amount eligible for reimbursement |                  |                             | Remarks |
|----------------------|------------------|-----------------------------|-----------------------------------|------------------|-----------------------------|---------|
| UP to Pervious Month | During the month | UP to the end of this month | UP to Pervious Month              | During the month | UP to the end of this month |         |
| 10.                  | 11.              | 12.                         | 13.                               | 14.              | 15.                         | 16.     |
|                      |                  |                             |                                   |                  |                             |         |

**FORM No.**

**Society for Improvement of Forest Ecosystems Management and Livelihoods in H.P.**

**REGISTER OF REIMBURSEMENT CLAIMS FILED**

Name of the Grantee

| Date | Amount of Grant | Cheque No. and date & Name of Bank | Purpose of Grant | Date of Submission UC | Amount of UC |
|------|-----------------|------------------------------------|------------------|-----------------------|--------------|
| 1.   | 2.              | 3.                                 | 4.               | 5.                    | 6.           |
|      |                 |                                    |                  |                       |              |

| Balance amount for which UC is outstanding | Amount refunded if any | Particulars of refund | If finally settled | Remarks |
|--|------------------------|-----------------------|--------------------|---------|
|  |                        |                       |                    |         |
|  |                        |                       |                    |         |

## **Appendix-III**

### **Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh**

#### **Memorandum of Association**

**(Under H.P. Societies Registration Act, 2006)**

- 1. The Name of the Society:** **Society for Improvement of Forest Ecosystems Management & Livelihoods in HP**
- 2. The Registered Office:** **The Registered office of the society shall be located at Potters Hill near Tagore Hostel HPU Summer Hill Shimla HP.**
- 3. Area of operation:** **Entire State of Himachal Pradesh.**
- 4. The aims and objectives of the Society:-**

The Society aims to contribute to biodiversity conservation and improvement of ecosystems services in forest area for sustainable socio-economic development in HP, with main focus on specific ecosystem service with the objective to manage and enhance forest area ecosystems in the project area, by sustainable forest ecosystem management, biodiversity conservation, livelihoods improvement support and strengthening institutional capacity, thereby contributing to environmental conservation and sustainable socio-economic development in the project area in the state of Himachal Pradesh.

#### **5. The Society**

The Project High Power Committee shall act as highest decision making body for the project. It is not a part of the autonomous society being created for project implementation. The Governing Body and the general body of the project would be the decision making bodies for the project within society as per the provisions in the HP Societies Registration Act, 2006. The Governing Body shall consist of following members:-

- |   |  |                |
|---|--|----------------|
| 1 | Additional Chief Secretary (Forests)                       | Chairperson    |
| 2 | PCCF (HoFF), Forest Department                             | Co-Chairperson |
| 3 | Chief Wildlife Warden/PCCF (Wildlife), Forest Department   | Member         |
| 4 | Managing Director of the HP Forest Development Corporation | Member         |

|    |   |                   |
|----|---|-------------------|
| 5  | PCCF (Finance & Planning)   | Member            |
| 6  | PCCF (Management)   | Member            |
| 7  | PCCF (Administration)   | Member            |
| 8  | PCCF (PFM & FDA)  | Member            |
| 9  | Additional PCCF (Working Plan)  | Member            |
| 10 | Additional PCCF (Research)  | Member            |
| 11 | Member-Secretary, State Biodiversity Board, HP                                | Member            |
| 12 | Director (Ayurveda)   | Member            |
| 13 | CCF (Project formulation)   | Member            |
| 14 | CCF (IT)  | Member            |
| 15 | CCF in field posting (by rotation)  | Member            |
| 16 | Convener, SLBC or its representative  | Member            |
| 17 | Representative from NABARD  | Member            |
| 18 | Project Director in PMU   | Member            |
| 19 | One member from Representative of Academia to be nominated by the State Govt. | Member            |
| 20 | One member of good performing GP/FWC by rotation                              | Member            |
| 21 | Chief Project Director, /Ex-officio CEO Society (PMU)                         | Member –secretary |

We the undersigned, whose names, addresses & occupation are given below, having associated ourselves for the purposes described in this Memorandum of Association (MoA), do hereby give our consent, to form and register ourselves as a Society, in our ex-officio capacity, under the Himachal Pradesh Societies Registration Act 2006.

| <b>Sr. No.</b> | <b>Name</b>      | <b>Address &amp; Occupation</b>                               | <b>Signature</b> |
|----------------|------------------|---|------------------|
| 1              | Sh. Tarun Kapoor | Additional Chief Secretary Forests Govt. of Himachal Pradesh. | --sd--           |
| 2              | Sh. G.S. Goraya  | PCCF (HOFF), Himachal Pradesh Forest Department.              | --sd--           |
| 3              | Sh. R.C. Kang    | PCCF (Wild Life), Himachal Pradesh Forest Department.         | --sd--           |

|   |                     |   |        |
|---|---------------------|---|--------|
| 4 | Sh. Ajay Kumar      | PCCF (Finance & Planning) Himachal Pradesh Forest Department.   | --sd-- |
| 5 | Sh. A.C. Sharma     | PCCF (Management) Himachal Pradesh Forest Department.   | --sd-- |
| 6 | Sh. Kunal Satyarthi | Member Secretary State Bio -Diversity Board HP.   | --sd-- |
| 7 | Sh. A.P. Nagar      | Chief Project Director, Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods. | --sd-- |

WITNESSES

SIGNATURE

1.

2.

## **The Rules for Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh are as under:-**

### **ARTICLES OF ASSOCIATION (BYE LAWS)**

1. **Title of the Society**  
These rules shall be called Rules for Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh.
- a) **Scope and Application**  
These rules shall extend to all the units and activities of the Society.
- b) **Date of Application**  
These rules shall come into force from the date on which the Rules of Society for Improvement of Forest Ecosystems Management Livelihoods in Himachal Pradesh are approved by HP Govt. and registered under the Societies Registration Act, 2006.
2. **Aims and Objectives of the Society:**  
The Society aims to contribute to biodiversity conservation and improvement of ecosystems services in forest area for sustainable socio-economic development in HP, with main focus on specific ecosystem service with the objective to manage and enhance forest area ecosystems in the project area, by sustainable forest ecosystem management, biodiversity conservation, livelihoods improvement support and strengthening institutional capacity, thereby contributing to environmental conservation and sustainable socio-economic development in the project area in the state of Himachal Pradesh.
3. **Definitions**  
In these Bye-laws, unless the context requires otherwise.
  1. “Act” shall mean The Societies Registration Act, 2006.
  2. ‘Society’ means Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh
  3. “PMU” means the Project Management Unit of Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh
  4. ‘Governing Body’ is the Governing Body of the Society.
  5. “General Body” a decision making body of the Society on all matters as required under the HP Societies Registration Act, 2006.
  6. “Executive committee” a State Level committee constituted within Project Management Unit.

7. “FCCU” means Forest Circle Coordination Unit headed by CCF/CF (ex-officio) and supported by DFO (HQ) and team.
8. “DMU” means Divisional Management Unit(s) at the level of Forest Divisions in Himachal Pradesh Forest Department headed by Divisional Forest Officers of the Division concerned.
9. “FTU” means Field Technical Unit(s) at the level of Range Forest Officers in Himachal Pradesh Forest Department headed by Range Forest Officers of the Range concerned.
10. ‘Project’ shall mean Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods.
11. ‘Government’ means the State Government of Himachal Pradesh.
12. ‘Year’ means the period commencing from 1<sup>st</sup> April and ending on 31<sup>st</sup> march.

4. **MEMBERSHIP:**

1. The officers who are the signatories of the Memorandum of Association shall be the founder members;
2. Such class or classes of persons competent to contract under section 11 of Indian Contract Act, 1872 (9 of 1872) or associations of persons as may be specified by the Government.

*Rights and Duties of the Members:-*

All and every member of the society shall:-

1. Have one vote in every meeting.
2. Be entitled to participate in the meetings, functions and gatherings of the Society
3. Inspect the books of account containing minutes of proceedings of general meeting and the Register of members of society on any working day by giving reasonable notice but shall have no right to take extracts/ notes of the same except by invoking the Right to Information Act provision.
4. Be bound by the rules and regulations, instructions, directions and policy guideline which may be framed from time to time by the Government.

5. **MEETINGS OF THE SOCIETY:-**

1. The meetings of the Governing Body of the society shall be held at least once every quarter. The society shall at least send 7 days notice for such meeting to its members along with agenda notes.
2. The meeting of the Governing Body can be called more frequently if the situation arises, particularly during preparatory phase of the Project.

3. The Chairman, however, may call an emergency meeting, at any time in case of emergency situation in the interest of the society duly informing all members of the governing body.
4. The meetings of the general body shall be held at least once in a financial year in accordance with the provisions of Himachal Pradesh Societies Registration Act, 2006.
5. A Special General meeting can be called at any time by the Chairman or on a requisition containing the proposed agenda and reasons for such meeting in writing of one fifth of the total members of society or at the instance of Registrar of the societies. The requisition must reach the Member Secretary at least 30 days before the date of the meeting and the Member Secretary, after approval from the Chairman/ Governing Body shall include them in the Agenda of the meeting .The Chairman/ Governing Body, however , may call a special meeting of General Body at short notice as deemed necessary by him.

6. **RECORDING OF PROCEEDINGS OF MEETING:-**

The proceeding of every meeting of the Governing Body will be duly recorded by the Member Secretary in a book under the signatures of Chairman and Member Secretary of the Society.

7. **QUORUM AND NOTICE OF MEETINGS**

1. The quorum for the Governing Body meeting shall be at least two third of its members.
2. The member secretary shall circulate agenda of meeting and proposals to its members at least 7 days ahead of the meeting date. Proceedings of the Governing Body meetings should be circulated to all the Members within reasonable time frame after the meeting is concluded.
3. The quorum for the Executive Committee meetings shall be minimum of 2/3<sup>rd</sup> members and member secretary Executive Committee shall circulate agenda of meeting and proposals well in advance at least three days ahead of the meeting date.

8. **THE MANNER OF MAKING, ALTERING AND RESCINDING REGULATIONS:**

No proposal for the amendment in the memorandum of Association or regulations thereto shall be entertained, unless approved by a majority of three-fifth Members present in the general meeting called specially for such purpose.

9. **MANAGEMENT OF THE SOCIETY:**

(i) **GENERAL BODY**

General Body will be a decision-making body of the Society on all matter as required under the HP Society Registration Act, 2006. The General Body of the Society will comprise of the members of the Governing Body, PMU officers in the rank of DFO and above, Forest Circle Coordination Unit (FCCU) Officers in-charge of all the Circles, and Divisional Management Unit (DMU) Officers in-charge where the project activities will be undertaken. The General Body will meet once in a year to conduct the Annual General Meeting (AGM) of the Society. Proceedings of the AGM meetings will be circulated to all the members/attendees within reasonable timeframe, after the meeting is concluded.

(ii) (a) **Governing Body**

Governing Body would be highest decision making body within the society. The Governing body shall have the following composition:-

|    |   |                   |
|----|---|-------------------|
| 1  | Additional Chief Secretary (Forests)  | Chairperson       |
| 2  | PCCF (HoFF), Forest Department  | Co-Chairperson    |
| 3  | Chief Wildlife Warden/PCCF (Wildlife), Forest Department                      | Member            |
| 4  | Managing Director of the HP Forest Development Corporation                    | Member            |
| 5  | PCCF (Finance & Planning)   | Member            |
| 6  | PCCF (Management)   | Member            |
| 7  | PCCF (Administration)   | Member            |
| 8  | PCCF (PFM & FDA)  | Member            |
| 9  | Additional PCCF (Working Plan)  | Member            |
| 10 | Additional PCCF (Research)  | Member            |
| 11 | Member-Secretary, State Biodiversity Board, HP                                | Member            |
| 12 | Director (Ayurveda)   | Member            |
| 13 | CCF (Project formulation)   | Member            |
| 14 | CCF (IT)  | Member            |
| 15 | CCF in field posting (by rotation)  | Member            |
| 16 | Convener, SLBC or its representative  | Member            |
| 17 | Representative from NABARD  | Member            |
| 18 | Project Director in PMU   | Member            |
| 19 | One member from Representative of Academia to be nominated by the State Govt. | Member            |
| 20 | One member of good performing GP/FWC by rotation                              | Member            |
| 21 | Chief Project Director, /Ex-officio CEO Society (PMU)                         | Member –secretary |

(ii) (b) **DISQUALIFICATION FOR GOVERNING BODY**

A person shall be disqualified for being a member of the Governing Body due to following reasons:-

1. is disqualified for such appointment by an order of a court or Registrar of Societies, Himachal Pradesh for causing loss to the society or retaining property or for any other reasons detrimental to the interest of society; or
2. has been convicted for a cognizable offence. or
3. has incurred any of the disqualifications as may be prescribed by the general body, or
4. If found to be of unsound mind, or
5. If he/she resigns subject to the acceptance of resignation by the Chairman, or
6. If he/she ceases to hold the post due to transfer /superannuation

(ii) (c) **POWERS AND FUNCTIONS OF THE GOVERNING BODY**

1. Governing Body shall meet at least once every quarter (starting as per financial year), or more frequently if the situation arises.
2. Governing Body would rigorously review the project progress vis-à- vis annual plans, and would also monitor the disbursement status.
3. It will review the functioning of PMU (society) regularly and guide to prepare proposals for HPC, whenever necessary for the smooth implementation of the Project.
4. Governing Body shall accord administrative and financial sanctions of all individual schemes, proposals or procurement of goods & services amounting to 2 million INR and above, but not exceeding 50 million INR.
5. Governing Body of the society would be meeting on quarterly basis and so as to have quick decision, close supervision, guidance and follow-ups will entrust day to day responsibilities with the Executive committee at the State level within PMU. The composition of the Executive Committee (herein after called EC) is as under:

(iii) (a) **Executive Committee**

| No. | Position          | Designated Person                             |
|-----|-------------------|---|
| 1   | Chairperson       | Chief Project Director                        |
| 2   | Member            | All additional/Joint Project Directors of PMU |
| 3   | Member -Secretary | Project Director (Administration & Finance)   |

- (b) EC shall provide environment for sharing proposals on any areas of project functioning, and shall encourage the members to provide ideas, views, and concerns.
- (c) Member-Secretary of EC shall keep systematic records and the proceedings of all its meetings, which shall be at least once every month.
- (d) EC would keep track of the project implementation, and would be responsible to guide, issue instruction prepare guidelines, execute capacity development plan, establish and operate M&E, GIS/MIS systems, undertake field visits, disseminate project information and provide hand-holding support in field, in almost all respect to ensure efficient Implementation of the Project.
- (e) The EC shall also be responsible for timely submitting reimbursement claims, and institute concurrent audits as well as statutory audits on regular basis.
- (f) EC may accord administrative and financial sanctions of all individual schemes, proposals or procurement of goods and services not exceeding 2 million INR.

## 10. OFFICERS OF THE SOCIETY:-

### (a) CHAIRPERSON

1. To preside over the periodical/quarterly meetings of the governing body/general body and of all other committees/sub-committees of society and to exercise general supervision over the activities of the Society and to regulate the proceedings of the meeting to set-out the aims and objects of the Society and shall also permit for discussion, if necessary, any other subject items moved before him by the Members.
2. He/ shall be treated as the '**Head of Society**' and shall decide any matter by casting his decisive vote in case of tie. The Chairperson shall convene Meeting of the Society in the event of resignation, insolvency or insanity of any Officer/Bearer/Member within the period of a week of all or 2/3<sup>rd</sup> Members of the Society along with all other Executives of the Society.
3. He shall give necessary directions and instructions to the Member Secretary for proper and smooth working, management, supervision and administration of the society.
4. Governing Body shall accord administrative and financial sanctions of all individual schemes, proposals or procurement of goods & services amounting to ₹ 20 Lakh and above, but not exceeding ₹5 Crore.
5. If, in the opinion of the Chairperson, any emergency has arisen which require immediate action, he can take such action as deems fit and necessary, and inform the same to the members of the Governing Body and get it ratified in the next meeting in due course.
6. To Control, Supervise, Advise and direct all establishment belonging to the Society and Departments under the control of the Society.
7. The Chairperson may, in consultation with the Member Secretary and in anticipation of the approval of the Governing Body, may incur/sanction all or any such expenditure in case of urgency or otherwise, not covered by the sanctioned budget.
8. In case of office bearers leaving the station or otherwise being unable to attend to her/his work, the Chairperson will issue directions to the member secretary to make necessary arrangements for the performance of her/his duties, till the return of the officer or till the next meeting of the Governing Body.
9. In addition to powers mentioned above, the Governing Body will entrust day to day responsibilities with the EC.

### (b) MEMBER SECRETARY

1. The Member Secretary shall be overall In-charge of entire administrative records of the society and carry out all the correspondence on behalf of Society.
2. He/she shall administer the affairs of the Society in consultation with the Chairperson.
3. He /she shall convene and arrange all the periodical and other meetings of the society in consultation with the Chairperson.
4. He/she shall prepare and present the Annual Report together with audited statements of the Accounts of the Society before the General Body meeting of the Society.
5. He /she shall maintain a register containing the names and addressed of the all Members of the Society, issue notice of the meeting in consultation with the Chairperson and record the minutes of the meeting. He/she will be responsible for assigning the work of all activities of the Society and shall conduct correspondence on the behalf of the society.
6. He/she has authority to incur expenditure not exceeding ₹ 20 Lakh in accordance with the regulation of the Society.

7. To submit a report pertaining to the working of Society for the preceding year at the annual General Meeting and execute contracts on behalf of the Society as and when authorized to do so by the Governing council.
8. To keep and maintain all records and financial transactions with the assistance of finance officer.
9. To appoint a consultant or Law Officer with the permission of Chairperson.

**(c) Executive Director**

1. He/She will be responsible for monitoring, evaluation and environment/social safeguard aspects of the Project.
2. Micro planning, Livelihood improvement support and capacity building.
3. Preparation of budgetary proposals based on micro plans.
4. Coordinating activities of the Project and employees in Field Technical Unit, Divisional Management Unit and Forest Circle Coordination Unit in consultation with Chief Project Director and Officers of Himachal Pradesh Forest Department.

**(d) Project Director (Administration, Finance and Audits)**

1. He/she will be responsible for overall supervision, administration and finance aspects,
2. Managing contracts-human resources, out sourcing, procurement of goods and services,
3. Annual budget and releases, expenditure
4. Claims and fund disbursement, facilitate statutory and concurrent audits, RTI and grievance redressal issues.

**(e) Finance Officer**

1. He/she will be responsible for overall supervising accounts manager, implement accounting software based double-entry system,
2. Monitoring financial progress and expenditures ensure timely budget/releases, utilization and SOE's/claims and tax returns, coordinate with FCCUS/FTUs.
3. Coordinate with other stakeholders,
4. In addition would assist Project Director to prepare agenda for Executive Committee, Governing Body, High Power Committee and General Body meetings.

**11. THE APPOINTMENT AND REMOVAL OF STAFF OF THE SOCIETY**

All persons who are paid out of funds of the society, regular, or part time/contractual/target based or any other salaried persons shall be the employees of the Society only for the duration of their services in the Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods. Such rules, instructions, and guidelines as are issued by the society or Governing Body or the Chairperson from time to time shall govern them. Provided that the Chief Project Director, faculty in all streams and Gazetted staff shall be appointed by the State Government only. All other staff and in the event of deficiency/non-availability of any staff, the Governing Body, may appoint such administrative, technical, ministerial or any kind of staff as is required to run the office or offices or other establishments run under or by the Society and to fix such term and conditions of service including pay, allowances benefits etc. as is determined either by regulations, instructions, guidelines or other appropriate way as well the classification, control, conduct and appeal mechanism of the employees from time to time. Provided that the normal age of superannuation of the staff–Faculty 60 years Administrative &

Technical staff 58 years. Provided further that the Chairperson may delegate his/her all or specific powers to such officers of the Society, for the control of the administration of the staff, as deems fit. The competence for removal of staff and officers shall vest in the Governing Body after affording adequate opportunity of being heard, on the following grounds if he/she is found guilty:-

1. For misconduct, violation of the Rules and Regulations and misappropriation/ embezzlement of funds/properties of the society.
2. On conviction for a cognizable offence.
3. For in-discipline and breach of trust etc.

The society shall recruit /hire the staff even on a temporary, daily wages basis with the prior concurrence of the Government. In case of dissolution the services of the employees of the society shall stand automatically dispensed with and they will have no right to claim absorption in the Government Department as per notification No. Fin © B (15)-8/2010 dated 1.11.2010.

Besides the above, the society shall constitute committees to prevent sexual harassment of women at work place and redressal of complaints of sexual harassment and for matters connected therewith or incidental thereto.

## **12. FUNDS**

The Chairperson/Governing Body shall have full power of supervision and control over the receipts and expenditures, and entire funds of the Society. The funds shall be used solely and only for the purpose of the aims and objects of the society. The society shall generate funds by way of raising loans from the banks, receiving donations, gifts, fee/subscription and grant-in-aids from the Central Government or State Government, individuals, organizations, institutions, agencies, companies etc. The surplus funds of the society shall be invested in the nationalized banks, Govt. departments/corporations or statutory bodies as per decision of the Governing Body and subsequent approval of the general body.

## **13. BANKING OPERATIONS**

The society shall open its saving account in some nationalized or cooperative bank after obtaining the necessary permission from the chairperson and such bank account shall be operated under the signature of any one of the following authorized by the Chairperson:-

1. Project Director Shimla
2. Additional Project Director Kullu
3. Deputy Project Director Rampur

## **14. ACCOUNTS AND AUDIT**

1. The financial year of the Society shall start from 1<sup>st</sup> day of April to 31<sup>st</sup> day of March of the following year.
2. The Chairperson/Governing Body shall get the audit of accounts of the Society and subordinate offices from the Accountant General and CAG empanelled Accountancy firms once in a year.
3. The report shall be submitted to the Registrar of Societies within a period of one month after the receipt of audit report.

**15. MATTERS TO BE PROVIDED BY BYE-LAWS**

Society shall, deliver a copy of its by-laws, to each member of the Society at the time of admission and as per provision laid down in Section 17 of the H.P. Societies Registration Act, 2006. All the account books shall be maintained by the society as per requirement of the Act.

**16. PROPERTY**

The property, moveable or immovable, belonging to the society shall deem to be vested in the general body by its proper title. No immovable property shall be acquired or transferred by way of sale, gift or otherwise without the previous approval of general body as well as Government and such information shall be passed on and got recorded with the Registrar within a period of one month.

**17. DISSOLUTION**

The three-fifth majority of the total members may by a special resolution determine that the society shall be dissolved of and thereupon, with prior intimation to the Registrar of Societies, H.P. and it shall be dissolved at the time specified in the resolution. Any property what so ever remaining after satisfaction of all its assets and liabilities shall be given to Government to be utilized in the event of cancellation of the registration of society. All the moveable and immovable assets of society or its institutions or centers shall vest in the State Govt. to the extent of assistance, grant, aid or donation may have received from central or State Govt.

**18. LEGAL PROCEEDINGS**

The society may sue or be sued in the name of the Chairperson or the Member Secretary as the case may be and determined and appointed by the governing body.

**19. APPLICATION OF ACT**

In all the circumstances, the society shall function in accordance with the provisions of the Himachal Pradesh societies Registration Act, 2006.

**Chairperson**

**Member Secretary**

**Project Director (FA&A)**

## MEMORANDUM OF ASSOCIATION

We the undersigned, whose names, addresses & occupation are given below, having associated ourselves for the purposes described in this Memorandum of Association (MoA), do hereby give our consent, to form and register ourselves as a Society, in our ex-officio capacity, under the Himachal Pradesh Societies Registration Act 2006.

| <b>Sr. No.</b> | <b>Name</b>         | <b>Address &amp; Occupation</b>  | <b>Signature</b> |
|----------------|---------------------|--|------------------|
| 1              | Sh. Tarun Kapoor    | Additional Chief Secretary Forests Govt. of Himachal Pradesh.  | ---sd---         |
| 2              | Sh. G.S. Goraya     | PCCF (HOFF), Himachal Pradesh Forest Department.   | ---sd---         |
| 3              | Sh. R.C. Kang       | PCCF (Wild Life), Himachal Pradesh Forest Department.  | ---sd---         |
| 4              | Sh. Ajay Kumar      | PCCF (Finance & Planning) Himachal Pradesh Forest Department.  | ---sd---         |
| 5              | Sh. A.C. Sharma     | PCCF (Management) Himachal Pradesh Forest Department.  | ---sd---         |
| 6              | Sh. Kunal Satyarthi | Member Secretary State Bio -Diversity Board HP.  | ---sd---         |
| 7              | Sh. A.P. Nagar      | Chief Project Director, Himachal Pradesh Forest Ecosystems Management and Livelihoods Improvement Project. | ---sd---         |

To  
The Registrar of Societies, H.P.

Witness-1

Witness:-2

Signature;

Signature;

Full Address:

Full Address:

## **Abbreviations**

AFR – Annual Fund Requirement  
ANR – Assisted Natural Regeneration  
BHS – Biodiversity Heritage Sites  
BMC – Biodiversity Management Committee  
BR – Biological Richness  
CAAA – Controller of Aid Accounts & Audit  
CBMP – Community Based Management Plan  
CBMP – Community Based Management Plan  
CCF – Chief Conservator of Forest  
CD&LIP – Community Development & Livelihood Improvement Plan  
CD&LIP – Community Development & Livelihood Improvement Plan  
CEO – Chief Executive officer  
CIG – Common Interest Group  
DMU – Divisional Management Unit  
DOF – Department of Finance  
DSS – Decision Support System  
E/N – Exchange of Notes  
EIA – Environment Impact Assessment  
ESAF – Environmental and Social Assessment Framework  
ESMS – Environmental and Social Management System  
FCCU – forest Circle Coordination Unit  
FCM – Forest Cover Map  
FPIC – Free, Prior and Informed Consultations  
FTM – Forest Type Map  
FTU – Field Technical Unit  
GB – Governing Body  
GIS - Geographic Information System  
GOHP – Government of Himachal Pradesh  
GOJ – Government of Japan  
GP – Gram Panchayat  
HOFF – Head of Forest Force  
HP – Himachal Pradesh  
HPC – High Power Committee  
HPFD – Himachal Pradesh Forest Department  
HPSBB – Himachal Pradesh State Biodiversity Board  
ICT - Information & Communication Technology  
IFMS – Integrated Forest Management System  
IGA – Income Generation Activities  
INR – Indian Rupees  
ISFR – Indian State of Forest Report

IUCN – International Union for Conservation Nature  
JICA – Japan International Cooperation Agency  
KBA – Key Biodiversity Area  
L/C – Letter of Credit  
L/Com – Letter of Commitment  
LI – Landscape Integrity  
LIBOR – London Interbank offered Rate  
M&E – Monitoring and Evaluation  
MIS – Management Information System  
MOEF&CC – Ministry of Environment, Forest and Climate Change  
NPV – Net Present Value  
NR – Natural Regeneration  
NTFP – Non Timber Forest Produce  
O&M – Operation and maintenance  
ODA – Official Development Assistance  
PA- Protected Area  
PBR – Peoples Biodiversity Register  
PCCF – Principle Chief Conservator of Forest  
PCR – Project Completion Report  
PFM – Participatory Forest Management  
PIHPFEM&L – Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods  
PMC – Project Management Consultant  
PMU – Project Management Unit  
PR – Project Report  
PSR – Project Status Report  
SHG – Self Help Group  
SMC – Soil Moisture Conservation  
SOE – Statement of Expenditure  
SWC – Soil Water Conservation  
TFD – Technical Forest Division  
TOR – Terms of Reference  
TOT – Training of Trainers  
TR – Tiger Reserve  
VFDS – Village Forest Development Society  
VSTPF – Vulnerable Scheduled Tribes Planning Framework  
WLD – Wild Life Division  
WLS – Wild Life Sanctuary

## Appendix IV

### THE BYE-LAWS

#### OF

The \_\_\_\_\_ Village Forest Development Society

Project for Improvement of HP Forest Ecosystems Management & Livelihoods

#### NAME, ADDRESS AND AREA OF OPERATION

- 1 The society shall be called the \_\_\_\_\_ Village Forest Development Society.  
It shall be referred to here-in-after as the society.
- 2 The registered address of the society shall be \_\_\_\_\_ Post Office  
\_\_\_\_\_ Tehsil \_\_\_\_\_ District \_\_\_\_\_.
- 3 The area of operation of the society shall cover the following village/villages:

#### Definitions

- 4 In these by-laws, unless there is anything repugnant in the subject or context
  - i "**Act**" means Indian Forest Act, 1927, (Act No.16 of 1927) as amended in its application to Himachal Pradesh;
  - ii "**Conflict Resolution Group**" means a group consisting of representatives of the concerned Gram Panchayats, a representative of the local non-government organizations or local community based organizations, a representative from local/migratory community and the concerned Assistant Conservator of Forests/Forest official;
  - iii "**common land**", "**family**", "**Gram Panchayat**", "**Panch**", "**Pradhan**", "**Village**" and "**Ward**" shall have the meanings respectively assigned to them in the Himachal Pradesh Panchayati Raj Act, 1994 (Act No.4 of 1994);
  - iv **CD & LIP**: Community Development and Livelihood Improvement Plan refers to the plan activities that shall be included in the microplan to enhance community well being and resilience of household economy.
  - v **CIG**: Common Interest Group refers to a group of persons who have a common interest in a particular Livelihood Improvement Activity.
  - vi "**Department**" means the Himachal Pradesh Forest Department.
  - vii "**Divisional Forest Officer**" means the forest officer in-charge of a territorial or wildlife forest division of the Department;

- viii **FEMP:** Forest Ecosystems Management Plan refers to plan activities concerning forest and forest resource management that shall be included in the microplan to address the issues related to the forest and forest areas that are managed by group members
- ix **“Ecosystem approach”** as defined in Convention on Biological Diversity, 2004
- x **“Forest Ecosystem Services (FES) approach”** is defined as the management of a particular forest ecosystem that aims to realise the best fit of combination of FES as demanded by society
- xi **“Forest offence”** as defined in IFA, 1927.
- xii "Forest Officer" means a Forest Officer as defined under sub-section (2) of section 2 of the Act;
- xiii **"Executive Committee"** means executive body of Society;
- xiv **"General House"**, means General House of the Society;
- xv **"Government "** means Government of Himachal Pradesh;
- xvi **"Grazier group"** means a group of persons, resident members or migratory graziers, who are dependent on the grazing resource in the selected area for meeting their livelihood needs;
- xvii **"Micro-plan"** means a holistic forest management and development plan of the area selected for participatory management;
- xviii **“participatory forest management”** means management of Government forest and Government land including common land managed Jointly by the Society and by the Department;
- xix **“right holders”** means an individual (s)/community or group as mentioned in record of right holders in settlement record / IFA 1927/FRA 2006
- xx **“selected area”** means any Government Forest and Government land including common land selected under regulation 3 of these Regulations;
- xxi **"self-help group"** means any organized group of persons, who collectively by mutual help are able to enhance their economic status through resource based activities;
- xxii **"site specific plan"** means a sub component of the micro-plan which is a technically appropriate plan for the site;
- xxiii **"Society"** means the Village Forest Development Society registered under section 6 of the H.P. Societies Registration Act, 2006 for participatory forest management;
- xxiv **"sustainable forest management”** means management which is economically viable, environmentally benign and socially beneficial, and which balances present and future needs; and
- xxv **"user group"** means a group of persons dependent upon a common natural resource for sustaining its livelihood need.

## **OBJECTIVES**

- 5 The objectives of the society shall be-
- i) to manage and enhance the forest area ecosystems selected for participatory management by sustainable forest ecosystem management, biodiversity conservation and livelihoods improvement as desired by the society through a micro-planning process
  - ii) to identify and set up requisite measures and enabling conditions that support participatory planning, effective implementation of activities mentioned in the micro-plan and monitoring and evaluation processes that result in best utilization of resources
  - iii) to undertake such other activities as are incidental to or conducive to the attainment of the above objectives in a sustainable manner.

## **MEMBERSHIP**

- 6 Subject to the provisions of by-law 7, any individual shall be eligible for admission as a member of the society, if he is:
- i) over 18 years in age and of sound mind;
  - ii) bonafide resident in the area of operation of society;
  - iii) of good character; and
  - iv) right holder (including landless right holders) according to revenue record
- 7 No individual shall be eligible for admission as a member of the society, if: -
- i) He/she has applied bankruptcy. Or
  - ii) He/she has been declared as insolvent, Or
  - iii) He/she has been sentenced for any offence; involving dishonesty or moral turpitude within 5 years preceding the date of his admission as a member.
- 8 A member may be expelled for one or more of the following reasons: -
- i) Ceasing to reside in the area of operation of society;
  - ii) Conviction of a criminal offence involving dishonesty or moral turpitude;
  - iii) Application for bankruptcy;
  - iv) An action which may be held by the general body to be dishonest or contrary to the interest, reputation and stated objects of the society.
- 9 A person shall cease to be member of the society in one or more of the following circumstances: -
- i) Death;
  - ii) Withdrawal after six months' notice to the Secretary of the society,
  - iii) Permanent insanity;
  - iv) Declaration of bankruptcy;
  - v) Ceasing to be a right holder in the Forest.

## **GENERAL BODY**

- 10 All the members of the society on a given date shall constitute the General Body of the society. New members shall get their names registered in the Membership Register, with the Secretary.
- 11 The General Body of members of the society shall meet once in six months. A meeting of the General Body shall be convened by the Secretary of the society.
- 12 In case of an emergent situation, if 20% of the total members submit a requisition/application to the President, Vice-President or any member of the executive Committee, a meeting of the General Body shall have to be called within 7 days of such requisition / application.
- 13 The Secretary shall verbally or in written inform all the members at least 7 days in advance, specifying the date, place and time and agenda of the general meeting. The written information / notice of a general shall be affixed on the walls at least two conspicuous places, designated by the General Body itself.
- 14 The quorum of the meeting shall be two- third of the total number of members, out of which 50 % should mandatorily be female members.
- 15 The decisions in these meetings will be subject to. the will of the majority. The issues for discussion/decision shall be raised either verbally by the members in the meeting or by conveying the same in written to the Secretary. In the latter case, the issue shall be: raised by the Secretary and if desired so, the name of the member conveying the issue shall not be disclosed.
- 16 The President or, in his absence, the Vice-President shall preside over meetings of the General body. When both of them are absent, the members present shall elect a Chairperson for the meeting.
- 17 Every member of the General Body shall have one vote. Voting by proxies shall not be allowed at the general body. Unless otherwise provided in these by-laws, all questions shall be decided by a majority of votes of the members present. When the votes are equal, the Chairperson of the General Body shall have a casting vote.
- 18 Unless otherwise provided in these by-laws the ultimate authority in all matters relating to the administrations of the society shall vest in the General Body.
- 19 Without prejudice to the general provisions of the preceding by-law, the General Body shall have the following powers and duties:
  - i) to approve of the micro plan prepared by the joint forest management society for the management of forests under its jurisdiction, implementation of the project activities and sharing of the usufructs/benefits.
  - ii) to approve the amendments in by-laws framed for the society.
  - iii) the election, suspension, and removal and of the elected members of the Executive Committee.
  - iv) Amendments in the Micro plan. However, such amendments shall be valid subject to the approval by the concerned Divisional Forest Officer.
  - v) Transaction of any other business with the permission of the Chairperson of the general body;
- 20 Each member present at general meeting shall be entitled to exercise one vote only. The President shall have a casting vote.

- 21 All business discussed or decided at a general meeting shall be recorded in a proceeding register by the Secretary, which shall be signed by all the members at the end of the meeting.
- 22 A copy of the proceedings of the meeting shall be to the DFO, through the concerned Forest Guard/range Officer. Another copy shall be sent to the Gram Sabha.

### **EXECUTIVE COMMITTEE**

- 23 Executive Committee shall consist of 7 to 16 members (depending upon the population). The constitution of Executive Committee of the Society shall be as follows as per the HP Participatory Forest Management Rules:
  - i) **President** - to be elected by General House
  - ii) **Vice President** - to be elected by General House
  - iii) **Four Members** - to be elected by General House;
  - iv) **Joint Secretary (woman)** - do
  - v) **Ward Panch** - ex-officio member;
  - vi) **President** - Mahila Mandal
  - vii) **Representative** - Local women group -do-
  - viii) **Three Members** - to be co-opted from the village level committees constituted by other departments of the Government, societies register under the Societies Registration Act, 1860, (Act No.21 of 1860); forest/resource based user groups, self-help group and grazier group;
  - ix) **Local Forest Guard/Guards** shall also be the members.
  - x) **Member Secretary** - Member Secretary to be elected by General House.
  - xi) **Treasurer** – The Concerned Deputy Ranger shall be Treasurer. In case of two or more Deputy Rangers, the senior most shall be Treasurer. There will be a joint account in the names of President and Treasurer. The said account will be operated jointly by both and the necessary cash book and other financial account, measurement of works will be recorded by Treasurer.  
 Provided that at least 50% members of the Executive Committee shall be women. The Joint Secretary shall assist the Member Secretary in the execution of his/her functions.
- 24 The elections of the Executive Committee shall be held every two years. The elected members of the Executive Committee shall hold once for a period of two years from the date of assumption of office.
- 25 The election shall be conducted through casting single ballot by the members of the General Body or by means of General Consensus amongst the members.
- 26 The members of the Executive Committee shall meet once every month.
- 27 The information regarding the meeting shall be given to the members by the Secretary well in time.
- 28 In emergent circumstances, the meeting of the Executive Committee shall be called on the verbal/written requisition of at least 3 members of this committee. Such meeting shall be called within 3 days of submission of such requisition to the Chairperson /Secretary of the Committee.
- 29 The quorum of the meeting shall have to be two-third of the total number of members of the Executive Committee; only then the decisions taken in the meeting shall stand valid.

- 30 If the Chairperson of the meeting is a male, the vice-chairperson should be a female and vice-versa.
- 31 Executive Committee shall have the following powers and duties: -
- i) To prepare a schedule for the activities enlisted in the micro plan, to be implemented by the Society. The schedule shall include the specific distribution of funds and labour activity wise and the provision for monitoring and of the progress. The beneficiaries of a particular activity shall have to contribute in terms of labour. If the same is not possible, they shall be delegated the responsibility to supervise the progress of the ongoing works.
  - ii) To prepare a list of activities to be carried out and the corresponding budget every six months, and to get the same approved by the General Body.
  - iii) Members of the Executive Committee shall carry out the inspection of the areas in question once in a month and shall impart necessary directions or take proper action in case any drawback/irregularity is found.
  - iv) To take appropriate action under the relevant Act/Rules against an individual who violates any of the rules mentioned in the micro plans. The Executive shall summon such offender either in its meeting or in the General Body and shall initiate action against him/her as per the recorded procedure, in case the reply is not found satisfactory.
  - v) The Executive Committee shall not initiate any legal action against an individual without affording him/her an opportunity to be heard.
  - vi) Executive Committee shall not carry out any change in the micro plan on its own.
  - vii) The Executive Committee shall employ any person for a work/activity, mentioned in the schedule and shall disburse honorarium as per prescribed project norms for such work. The terms and conditions for the same shall be decided by the Executive Committee.
- 32 All business discussed or decided at a meeting of the Executive Committee shall be recorded in a proceeding register by the Secretary, which shall be signed by all the members at the end of the meeting.

### **Powers of the Executive Committee**

- 33 The Executive Committee shall exercise the powers of a “Forest Officer” as assigned by the Government under the Act.

### **Usufruct Sharing**

- 34 Society shall be entitled to the following benefits, namely: -
- i) to collect the yield such as fallen twigs, branches, loppings, grass, bamboos, fruits, flowers, seeds, leaf fodder and non-timber forests products free of cost through individual or collective arrangements as decided by the Society;
  - ii) to the sale proceeds of all intermediate harvest, subject to protection of forest and plantations for at least 3 years from the date of agreement;
  - iii) to organize and promote vocational activities related to forest produce and land; and other activities such as promotion of self-help groups which may provide direct benefits,

including micro-lending to women. None of the activities so promoted shall affect the legal status of the forest land;

- iv) recorded rights over the forest shall not be affected by these benefits;
- v) the Government shall charge no royalty on the forest produce within the selected area;
- vi) after 5 years, the Society may expand the area, on the basis of a fresh agreement deed, by inclusion of adjoining or nearby areas;
- vii) to utilize at least 40 percent of the sale proceeds on forest regeneration activities including soil and water conservation.

Provided that for the purpose of usufruct, the usufruct sharing family shall be one unit.

35 That all the assets and resources created by the Society in tandem with forest department shall be properly recorded and the sharing of usufructs shall be legally binding on both parties as per the agreement executed between them in the beginning itself. Forest department shall also aim at creating alternative sources of income (in form of fire protection works/forest plantations/nursery raising/soil and water conservation/any revenue from harvesting of planted commercial forests and other resources).

#### **Funds and Maintenance of Accounts**

- 36 Funds shall be generated by the Society through contribution by members and sale of usufructs under these regulations. All funds, including those received from the Government, Gram Panchayats and non-government sources shall be utilized through the micro-planning process.
- 37 The sum received by the Society shall be deposited in the name of the concerned Society in a nationalized bank or scheduled bank or co-operative bank or post office and the account shall be operated under the signatures of the President and Treasurer of the Society.
- 38 The Treasurer shall maintain the account of Revenue and Expenditure of the society in a proper Account/Cash Book. The account so maintained shall be placed before the Executive Committee as well as the general body. The funds from all sources shall be utilised only on activities enlisted in the micro plan. The withdrawal of funds from the Bank account shall be affected through signing cheques / electronic transfers/ bank drafts only.
- 39 The Society shall elect an Audit & accounts Committee comprising of 3 members. This committee shall carry out the inspection of the works done and the accounts maintained by the Executive Committee and if it comes across any discrepancy/irregularity, the same shall be intimated to the General Body.
- 40 The Society shall seek the advice of certain experts on important matters. No fee shall be payable for such service; however the society can pay honorarium and travelling expenses can be disbursed to such experts.
- 41 Treasurer shall be entitled to keep an amount of Rupees 1000/- only, for expenditure in case of an emergent situation. In case of any additional income he/ she shall get the amount deposited in the bank, within 3 days of its receipt.
- 42 The Treasurer shall be entitled to spend an amount of Rupees 1000/- only in case of an emergency, with the prior permission of the President of the Executive Committee.
- 43 The accounts of the Society shall be audited by a Gov't-recognized Auditor on an annual basis, and shall be shared with forest department.

## **PRESIDENT**

- 44 (i) To provide leadership to the Village Forest Development Society. For undertaking different responsibilities, he/she shall seek the help of the other members of the Executive Committee
- ii) To preside over the meetings of the Executive Committee and General Body
  - iii) To facilitate decision-making in Executive Committee on legal matters
  - iv) To sign and authenticate all documents on behalf of the Village Forest Development Society
  - v) To sign the MOU with any department/agency (after due approval from Executive Committee) on behalf of the Village Forest Development Society
  - vi) To prepare plan and arrange for the implementation of the micro plan with the agreement and cooperation of other members of the Executive Committee
  - vii) To sign cheques (Banks) on account of expenditure duly approved by the Executive Committee and issue utilisation certificates (UCs) jointly with signatures of Treasurer.
  - viii) To coordinate with other departments/agencies/non-government agencies
  - ix) To carry out regular inspection of the project works such plantations, stream rejuvenation, lantana eradication, grass improvement, livelihood development, fire prevention and control etc. And to take steps for the improvement of forest and natural resources
  - x) To assist and facilitate working of the forest department project authorities especially with respect to detection and investigation of forest offences
  - xi) To supervise the working of the Executive Committee and to give necessary directions from time to time

## **MEMBER SECRETARY**

- 45 (i) To organize the meetings of Executive Meeting, General Body and other meeting Executive Committee, General Body and meetings with forest department, project authorities and other agencies and record in proceeding registers.
- ii) To affix relevant information pertaining to Society, Forest and Project works on notice boards for general awareness and to transmit relevant and necessary information to all the members of the Society especially pertaining to the decisions, plans, budgetary provision, institutional rules and regulations etc.
  - iii) To assist the president in fulfilling his duties and responsibilities

## **TREASURER**

- 46 (i) To maintain the cash/accounts books and registers, other related record pertaining to Society. He/She shall also look after the records and files pertaining to the society and keep them with proper care.
- ii) To operate the Bank Account on behalf of the Society along with President of the Executive Committee.
  - iii) To maintain all records pertaining to revenue and expenditure, profit and loss, demands, resolutions for new expenditures, bills and vouchers etc. related to Society
  - iv) To assist the Executive Committee in preparation of Budget every six month.

- v) To issue receipts pertaining to revenue and expenditure and to ensure spending of money for the works for which the money has been duly approved by the Executive Committee
- vi) To ensure regular audit of the accounts of the Society from the Gov't-recognized auditors and to supply the audit report to the Forest Department with signature of the President and Member Secretary and Treasurer himself/herself.
- vii) To carry out correspondence regarding project with other departments agencies and project authorities.
- viii) to sign cheques (Banks) on account of expenditure duly approved by the Executive Committee and issue utilisation certificates (UCs) for works, jointly with signatures of President of the Society

## **MISCELLANEOUS**

**47 Grant-in-Aid.** Forest department through project shall release Grant-In- Aid to the Society under the Government of Himachal Pradesh Grant-In-Aid Rules, 2002 subject to the availability of funds and satisfactory performance of functions by the Society.

**48 Coordination meetings:** There shall be quarterly meeting of the executive committee of the Village Forest Development Society with Divisional Forest Office: wherein there will be review and feedback on the various project/forest related matters. The meeting will also be used to discuss, plan and coordinate various matters pertaining to the management and protection of forest areas and other relevant issues.

### **49 Settlement of dispute.**

- i. In case of any dispute in relation to usufruct sharing in Society, the Deputy Ranger concerned of the Department, shall take steps to reconcile the dispute. In case the dispute is not resolved, the Deputy Ranger shall refer the dispute, along with his report to the Ranger Officer concerned of the Department. The Range Officer, after hearing the parties shall resolve the dispute within 30 days from the date of receipt of report of the Deputy Ranger.
- ii) In case of any dispute between two villages or between the Society and the Forest Department, an application shall be submitted to the Conflict Resolution Committee for settlement of the same. The Committee shall resolve the dispute within 15 days of such application.

**50 Appeal.** An appeal shall lie from the decision of the Range Officer the Conflict Resolution Group to be filed within 30 days from the date of decision, who shall decide the same within 60 days from the date of filing of appeal, after affording an opportunity of heard to the parties. The decision of the Conflict Resolution Group shall be final and binding on the parties. The Conflict Resolution Group shall send a copy of the decision to the Society and the Divisional Forest Officer concerned free of cost.

### **51 Powers of the Government**

Notwithstanding anything contained in these regulation, the Government shall have the powers to issue directions to the Society on participatory forest management processes, micro-planning, coordination, monitoring, grant-in-aid and implementation mechanisms.

**“Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods”**

**1. OFFICE OF THE PMU**

The autonomous society (PMU) shall be headed by Chief Project Director (CPD) in the rank of CCF or above. S/he also acts as CEO of the Society and would chair the Executive Committee.

At the state level, CPD would be supported by a team officers and professionals that would include Project Director in the rank of CF/DCF, Additional Project Directors (APDs) in the rank of DFO/ACF, Finance Officer, Programme Manager (PMs) and other support staff hired from open market include MIS and GIS professionals, accountants and ministerial staff. To augment various skill sets, PMU would further be supported by a team of experts constituting Project Management Consultants (PMC). As a part of the society, PMU would also establish FCCUs DMUs and FTUs to work as extended arms and support project implementation and supervision while working along with the project Divisions and the VFDSs/BMCs. The PMU shall have three parts; one with the headquarters in Shimla and two regional offices in Rampur and Kullu. The “community and institutional capacity building” function of PMU would be discharged by Rampur Office and the “monitoring, evaluation and environment/social safeguard” function would be discharged by the Kullu Office.

**Roles and Responsibilities for the key staff positions in the PMU:-**

**Chief Project Director:-** Overall technical, financial and administrative control, ensure Time-Bound Action Plan, Overall Project Implementation Plan; GB, HPC and Inter-sectoral convergence meetings; annual budgets, releases and Reimbursement Claims.

**Project Director (Administration Finance and Audits):-** Overall supervision, administration & finance aspects; managing contracts-human resources, outsourcing, procurement of goods & services; annual budget & releases, expenditure; claims and funds disbursement, facilitate statutory and concurrent audits; RTI and Grievance redressal issues. Overall planning & implementation of interventions, annual plan, budget and approvals, technical guidance, biodiversity/ecosystems conservation, ecosystem health card and supervision and coordinate with DFOs/circle and FCCUs.

**Finance Officer:-** Supervision Accounts Manager, implement accounting software based double-entry system; monitoring financial progress and expenditures , ensure timely budget/releases, utilization and SOEs/claims & tax returns, coordinate with FCCUs/FTUs, coordinate with other stakeholders, in addition, would assist PD to prepare agenda for EC, GB, HPC, AGM meetings.

*M&E, Environment and Social Safeguards Unit Kullu:-*

**Project Director & Additional Project Director (M&E, Environmental and Social Safeguards):-** Overall M&E GIS/MIS and research, study contract management, develop and supervise ToRs for studies, Guidelines and capacity building on M&E initiative, progress tracking and reporting on performance indicator, coordinate with DFOs/circle and supervise & guide FCCUs.

*Community and Institutional Capacity Development Unit Rampur:-*

**Additional Project Director (Institutional and Capacity Development):-** Overall planning & Implementation of intervention, annual plan, technical guidance and supervision, coordinate for inter-sectoral convergence, support to leverage funds, strategize gender mainstreaming and women/vulnerable group empowerment develop partnerships & networks, and coordinate with DFOs/Circle and FCCUs.

## **2. Forest Circle Coordination Unit (FCCU)**

There will be 7 FCCU at circle level where the project would be implemented and would function as support and facilitation unit of PMU for project implementation. The FCCU would not form the part of the society. The FCCU would be housed within the Circle office, and would be headed by CCF/CF rank officer and would be designated as FCCU Officer'. S/he would be assisted by a DFO rank officer (e.g. DFO (HQ) and would be designated as Assistant FCCU officer. S/he will coordinate and facilitate project implementation at the Division level, and would extend all technical inputs and guidance on day-to-day basis both to the forest Divisions.

FCCU receives funds from PMU for regular operation of FCCU. FCCU shall operate and report expenses to PMU through Circle Nodal Officer i.e. FCCU Officer, and shall act as the controlling and supervising unit for the project implementation. In addition, FCCU would also be involved to channelize fund to project Division through as system of ' Fund advice Note' to be prepared and recommended by FCCU officer and forwarded by Circle Nodal Officer to PMU for release of funds as per annual plan to Project DMUs both for departmental mode and as well PFM mode activities. FCCU team will be guided by the project Operation Manual as well as PMU.

*Name of the FCCU:- 1. Rampur, 2. Shimla, 3. Bilaspur, 4. Mandi, 5. Kullu, 6. Wild Life Kullu, 7. Wild Life Shimla*

### **Roles and Responsibilities for the key staff positions in the FCCU**

**FCCU Officer:-** Overall technical and administrative, annual plan, facilitate fund release, project reviews, coordination with the project divisions, facilitate inter-sectoral convergence at District level, monitoring & reporting.

**Assistant FCCU Officer**:-Assist in technical and administrative, annual plan, facilitate funds release, project reviews, coordination with the project divisions, facilitate inter-sectoral convergence at district level, monitoring & reporting.

### **3. Divisional Management Unit (DMU)**

There will be 18 Divisional Management Units (DMUs) which shall be created at divisional level where the project would be implemented, and would function as the dedicated and extended wing of the PMU for project implementation. The DMU would be housed within the division office, and would be headed by DFO rank officer designated as ‘DMU Officer’ and ACF as ‘Assistant DMU Officer’. The DMU within the jurisdiction of division will supervise, plan, implement, and review the project implementation in the project ranges along with their respective regular and designated overseeing responsibilities, and would provide vital link between the project and regular departmental activities.

An officer in the rank of ACF will be designated as “assistant DMU officer” for coordinating and steering the project activities, will also act as forestry expert. Office Order/Notification to effect this arrangement would be brought out by HPFD during implementation phase.

Under guidance from the Circle Nodal Officer, DMU will also coordinate with the district administration for inter-sectoral convergence, participate in meetings at circle and district level and extend support for planning, preparing estimates, monitoring, supervision and follow-ups, documentation and reporting the physical and financial progress. DMU team will be guided by the project Operation Manual as well as PMU.

DMU/Assistant DMU officers will be supported by the subject matter specialists (SMSs) for supervising and guiding project implementation as well as the works carried out by NGOs and resource organizations, and facilitate convergence at the district level. SMS (Forests & Biodiversity Management) would be responsible for extending assistance and guidance and supervision of forestry & biodiversity interventions. Accountant-cum-Computer Operator in the DMU will assist in maintaining the project accounts adopting double-entry accounting system using accounting software, and timely prepare SOEs for onward submission. Assist in fund management and release, expenditure tracking, utilization certificate SOEs, tax filling, audits etc.; coordinate with FCCU, DMUs and FTUs for financial progress report will assist accounts manager.

***Name of the DMU:-*** 1. Bilaspur, 2. Mandi, 3. Nachan, 4. Suket, 5. Jogindernagar, 6. Kullu, 7. Parbati, 8. Banjar (Seraji), 9. Ani, 10. Lahaul, 11. Kinnaur, 12. Shimla, 13. Theog, 14. Rohru, 15. Chopal, 16. Rampur, 17. Kullu Wild Life, 18. Spiti Wild Life.

### **Roles and Responsibilities for the key staff positions in the DMU:-**

**DMU Officer:-** Overall technical, financial and administrative, annual plan, SOEs, facilitate funds release, project reviews, coordination with the project divisions, facilitate inter-sectoral convergence at district level, monitoring & reporting and capacity building. DMU Officer shall be to manage, control and supervise all the works ensuring effective implementation of the Project at division level and also facilitate reporting, information flow, provide technical guidance to FTUs and convene regular meeting at District level.

**Assistant DMU Officer:-** Assist in technical, financial and administrative, annual plan, SOEs, facilitate fund release, project reviews, coordination with project divisions, facilitate inter-sectoral convergence at district level, monitoring & reporting and capacity building. In the absence of DMU Officer the Assistant DMU Officer will discharge all function of the DMU Officer.

#### **4. Field Technical Unit (FTU)**

There will be 61 (56 Territorial + 5 Wild Life) field Technical unit (FTU) as an extended arm of PMU and as a part of the autonomous society, and would be housed within the range office. The FTU shall function within the Range jurisdiction, and shall supervise, plan, implement and review the project implementation in the project Blocks along with their respective regular and designated overseeing responsibilities, and would provide vital link between the Project and regular Department activities. The FTU shall also be responsible for cross-checking project works vis-à-vis financial and physical progress reporting, maintain project accounts, seek assistance from DMU, and would participate in project events. An officer in the rank of Ranger shall be designated as FTU officer for coordinating and steering the project activities, will also act as forestry expert. He would be assisted by assistant FTU Officer (Deputy Ranger rank officer) and a team to be provided by PMU and placed with the range office for supporting and facilitating project implementation.

FTU shall coordinate and support forest range level activities as well as guide and facilitate the VFDSs/BMCs and community institutions for planning, preparing estimates, monitoring supervision and follow-ups, documentation and reporting the physical and financial progress. FTU team will be guided by the project operation manual as well as DMU/PMU. FTU/Assistant, FTU officers shall be assisted by one FTU coordinator to manage project activities. Female candidates would be encouraged to join the Project at various positions. FTU would be further supported by NGO particularly, for community mobilization and social processes. Assistant FTU officer (Planning and NRM) shall be responsible for facilitating Forest Ecosystems Management Plan (FEMP), and will also be responsible for progress monitoring and reporting including data compilation and ensuring the project GIS and survey requirements, whereas FTU Coordinator

(Livelihoods Support and Inter-Sectoral Convergence) will guide the NGOs and resource organizations during planning and IGAs initiatives, and facilitate preparation of community Development and Livelihood Improvement Plan (CD&LIP). S/he will also act as a resource person for village and community institutions for institutional capacity building as well as facilitate or execute the training activities for the village/community institutions. S/he would also coordinate with NGOs to understand specific training needs, and accordingly plan for capacity development initiatives.

**Name of the FTU:-** 1. Sadar, 2. Ghumarwin, 3. Swarghat, 4. Jhanduta, 5. Drang, 6. Kotli, 7. Kataula, 8. Mandi, 9. Nachan, 10. Baldwar, 11. Jhungi, 12. Kangoo, 13. Sarkaghat, 14. Jaidevi, 15. Suket, 16. Dharmpur, 17. Ladbharol, 18. Jogindernagar, 19. Urla, 20. Kamlah, 21. Kullu, 22. Patalikuhhal, 23. Manali, 24. Naggar, 25. Bhutti, 26. Bhuntar, 27. Jari, 28. Hurla, 29. Sainj, 30. Tirthan, 31. Arsoo, 32. Nither, 33. Pattan, 34. Keylong, 35. Katagon, 36. Nichar, 37. Bhbanagar, 38. Malling, 39. Pooh, 40. Koti, 41. Mashobra, 42. Taradevi, 43. Balson, 44. Theog, 45. Kotkhai, 46. Jubbal, 47. Khashdhar, 48. Saraswatinagar, 49. DodraKwar, 50. Bamta, 51. Nerwa, 52. Chopal, 53. Sarain, 54. Kanda, 55. Throach, 56. Sarahan, 57. Sundarnagar Wildlife Range (Bandli WLS), 58. Manali Wildlife Range (Kias and Manali WLS), 59. Kullu Wildlife Range (Khokhan WLS), 60. Kaza Wildlife Range (excluding Chandertal WLS), 61. Tabo Wildlife Range.

**Roles and Responsibilities for the key staff positions in the FTU:-**

**FTU Officer:-** Overall technical, financial and administrative, annual plan, SOEs, facilitate funds release, and project reviews & reporting, facilitate inter-sectoral convergence at block level.

**Assistant FTU Officer:-** Assist in overall technical, financial and administrative, annual plan, SOEs, facilitate fund release, guide implementation, afforestation, pasture and NTFP interventions, GIS and assist in assessment surveys, monitoring & reporting coordinate with other stakeholders and facilitate inter-sectoral convergence at block level.