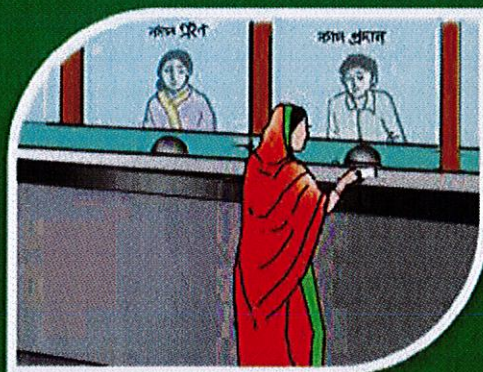




Community Operations Manual (COM)

Part – Two



THE WORLD BANK
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Forest Department, Bangladesh
Ministry of Environment, Forest and Climate Change





Community Operations Manual (COM)

Part – Two

LIVELIHOODS AND WELL-BEING

Sustainable Forests and livelihood (SUFAL) Project

Forest Department

MINISTRY OF ENVIRONMENT, FOREST & CLIMATE CHANGE

2021



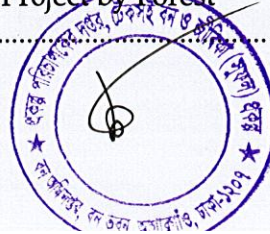
Abbreviations

APP	:	Annual Procurement Plan
AIGA	:	Alternative Income Generating Activities
APD	:	Assistant Project Director
ANR	:	Assisted Natural Regeneration
ACF	:	Assistant Conservator of Forest
BFD	:	Bangladesh Forest Department
CDF	:	Community Development Fund
CFMCC	:	Collaborative Forest Management Coordination Committee
CMC	:	Co-management Committee
CMEC	:	Co-management Executive Committee
COM	:	Community Operations Manual
CP	:	Community Professional
CREL	:	Climate Resilient Ecosystem and Livelihood
CCF	:	Chief Conservator of Forest
CFMC	:	Collaborative Forest Management Committee
CMC	:	Co-Management Committee
CMEC	:	Co-Management Executive Committee
DFO	:	Divisional Forest Officer
DPD	:	Deputy Project Director
ESA	:	Environmentally Sensitive Areas
ESMF	:	Environmental and Social Development Framework
FAC	:	Finance & Accounts Committee
FAMT	:	Fund Appraisal & Monitoring Team
FAPAD	:	Foreign Aided Project Audit Directorate
FAT	:	Fund Appraisal Team
FGD	:	Focus Group Discussion
FMPS	:	Forest Management Planning System
FPCC	:	Forest Protection & Conservation Committee
IPAC	:	Integrated Protected Area Co-management
IF	:	Internal Fund
LDF	:	Livelihood Development Fund
MoEFCC	:	Ministry of Environment Forest and Climate Change
M&R	:	Monitoring and Reporting
NGO	:	Non-Government Organization
NTFP	:	Non Timber Forest Product
OTR	:	On Time Recovery Rate
PA	:	Protected Area
PF	:	People's Forum
PF-EC	:	Executive Committee of People's Forum
PMU	:	Project Management Unit
PC	:	Procurement Committee
PD	:	Project Director
PAR	:	Portfolio At Risk
PIC	:	Project Implementation Committee
SAC	:	Social Audit Committee
SPC	:	Sub Project Committee
SSP	:	Site Specific Plan
SUFAL	:	Sustainable Forest and Livelihood
RLF	:	Revolving Loan Fund
RO	:	Range officer
VCF	:	Village Conservation Forum
VCF-EC	:	Executive Committee of Village Conservation Forum
VCSC	:	Village Credit & Savings Committee
WB	:	World Bank



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Chapter- 1

Livelihood and Well-being of the Forest Dependent Communities





Livelihood and Well-being of the Forest Dependent Communities

1.1 Livelihood and Well-being

The livelihoods and well-being of the poor and forest dependent communities largely depend on their limited assets base and set of capitals. These are: natural, physical, human, financial, social and political capitals. The poor mainly depend on natural, human and social capitals. There is need for enhancing their human and social capitals so that they can access physical and financial capitals and thus gain greater wealth and well-being: food, water, sanitation, health, better house, education and quality of life. Then harmony and peace exist in society and people have good relation with nature.

SUFAL envisions resilient and alternative livelihoods for the poor forest dependent communities around the forests. This may include cattle and poultry rearing, rickshaw van pulling, vegetable cultivation, nursery development, cultivation of herbal and medicinal plants and small-scale trading. Project may facilitate establishing cooperatives for improving marketing channels of local products, community based eco-tourism, promoting energy efficiency including ICS and climate resilient small farming that enhance forest ecosystem.

1.2 Perception of forest dependent community

Forest dependent community has some perception regarding the potentials and problems in securing livelihood and participating in sustainable NRM & conservation:

- their land and productive assets are limited;
- they cannot live on their small land and wage earnings;
- they need to go to forest to collect wood and twigs; send their cattle for grazing; few are logging forest trees illegally;
- the illegal logging and over extraction are affecting the forest resources base and biodiversity; but the forests are very important for their existence;
- they must carry out livelihoods that do not harm the forests;
- they like to rear cattle in the sheds; planting and sustainable harvesting of medicinal plants in the homesteads; handicraft, tailoring and sewing machine for the women and girls, value addition to agro-products such as making pickle from seasonal fruits (like mango and olive), and juice from pineapple and guava;
- they need skill development training for self-employment and alternative livelihoods;



- they need resource support from government and loan with low interest from SUFAL revolving fund for alternative livelihoods and enterprise development.

1.3 Scope of participation in the project for forest protection and conservation

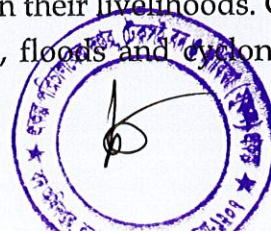
- forest dependent community can identify and discuss the nature and types of natural resources (NRs) and ecosystem services (ESS);
- they may raise awareness about forest resources and wildlife in the village and forest;
- they may assess the status and degradation patterns;
- they may identify human, natural and climate change factors behind the deforestation and degradation;
- they may identify management problems, need for collaborative forest management and conservation;
- they may enhance the role of the community in forest protection and conservation;
- they may protect illegal extraction of the forest resources and hunting wildlife;
- they may enhance community patrolling to stop illegal logging and poaching in the forest,
- they may support BFD to take legal action against forest offences, plantation establishment and conservation.

1.4 Patterns of Livelihoods: Strategies, Options and Outcomes

Although there has been enormous progress in livelihood diversification in the rural areas and rapid reduction of poverty in the country livelihood options for the poor in and around the forests are limited, particularly around the PAs. Hence, many of the poor depend on forest resources for earning livelihoods and thus over exploit the natural resources, ESS and degrade the ecosystems. Wealth and well-being are in the decline. Policy and institutional measures are required. Poor need access to support and services from the Government initiatives like SUFAL Project so that they can pursue alternative livelihoods for their survival.

1.5 Impacts of climate change on livelihoods, forests and ecosystem services (ESS)

The human induced climate change is impacting the livelihoods as well as the natural resources base (forest, water, fisheries and biodiversity) and ESS on which majority of the poor and indigenous communities are dependent to earn their livelihoods. Global warming, increased salinity, sea level rise (SLR), drought, floods and cyclones are



damaging the resources base, their compactness and productivity. Climate change and natural disasters are affecting agriculture, food security, and access to water, health and economy. Population is growing and the needs for food, water and basic amenities are increasing. Hence, the poor and indigenous communities increasingly depend on degraded forests and ESS. Climate change adaptation, disaster risk reduction (DRR) and mitigation are required for protection of livelihoods and conservation of forests and ecosystems.

1.6 Climate Resilient Livelihoods

Everybody is concerned about the climate change impacts in and around the village. Temperature is rising with heat stress in the summer, erratic rainfall in the monsoon and changes in seasons. The increasing events of flood, cyclone, and droughts are affecting the lives and livelihoods of the village communities. The challenges are to build adaptive capacity of the poor, women and the indigenous communities living in around the forests. Resilience is to be built in ecosystems and human systems. Integration of Ecosystem-based Adaptation (EbA), Community-based Adaptation (CbA), mitigation and Disaster Risk Reduction (DRR) in forest resources management is very important in community development. Climate change adaptation must consider the risk and vulnerability of the forest resources, wetlands and biodiversity. Livelihood options must be based on resources base and consider the species composition and productivity as well as future climate change impacts on the forest and human society.

Forests are carbon sink and also sources of GHG from the deforested and degraded forests. Conservation of forest and biodiversity can stop rapid change in climate. Hence, Forest Department and community must:

- Improve forest and biodiversity conservation through collaborative forest management;
- Restore/regenerate denuded and degraded forests through reforestation, afforestation & ANR;
- Promote community-based forests, wetland and grassland management;
- Involve communities and all actors in restoration of forest and collaborative forest management.

Community Operations Manual (COM) may promote alternative to forest-based livelihoods of the forest users, poor, indigenous people and women along with adaptation in agriculture, water, sanitation and resilient habitat. The crops and farming systems are to be made resilient to drought, temperature rise, changes in seasons, salinity, flood, water logging, pest and diseases. The adaptation options are:

- Improved farm management, land, soil, water management and irrigation;



- Diversification of climate resilient varieties of crops, animal, and poultry birds and fishes;
- Herbal and medicinal plants and vegetable gardening;
- Early warning and disaster risk management in crops and farming, processing and storage of crops and food;
- Climate risk communication and awareness raising;
- Community action for protection of crops, livestock, forests and livelihoods.

1.7 Forest Conservation based AIGA options

The SUFAL project will ensure the sustainable livelihood framework; enhance ecosystem services through community involvement in afforestation, reforestation and conservation activities. Different approaches of plantation will diversify forest ecosystem and at the same time, forest dependent communities will be involved in different alternative income generating activities for their livelihood improvement. By adopting different AIGAs, communities will develop a more positive relationship towards conservation and restoration and in turn, receive more benefits from the forests in their areas. AIGAs have links to Collaborative Forest Management and Protected Area Co-Management which will focus on institutionalizing CFM through Collaborative Forest Management Committee (CFMC)/Co-Management Committee (CMC) by forest dependent communities.



Chapter- 2

Village Level Institutions



2.1 Village Institutions

The inhabitants of the villages around the forest areas are somehow dependent on the nearby forests for fuel wood, poles, timber, cattle grazing, NTFPs etc. in addition to other ecosystem services. They are known as Forest Dependent Communities. The overall objective of SUFAL project is to manage the forests in collaboration with the forest dependent communities and at the same time to ensure well-being of them providing alternative income generating activities and reducing dependency on forests.

Due to remoteness and lack of necessary facilities, forest dependent communities are generally lagging behind in terms of education, skill and employment. Though large in number, they are disorganized and hardly think about their common problems and interests. So, they need to organize themselves, think about their own well-being as well as protection and conservation of the nearby forests for their existence.

To implement Collaborative Forest Management, all the forest dependent communities in and around the targeted forest areas will be organized and the villages will be known as Forest Conservation Village (FCV). One representative from each of the household of the FCV will constitute the General Body of the FCV. There will be an Executive Committee, to be known as Collaborative Forest Management Committee (CFMC) to implement and execute various development and AIG activities at village level and all other sub-committees will be under the executive committee.

The following diagram gives a complete picture of the village institutions under Collaborative Forest Management (CFM) Approach:



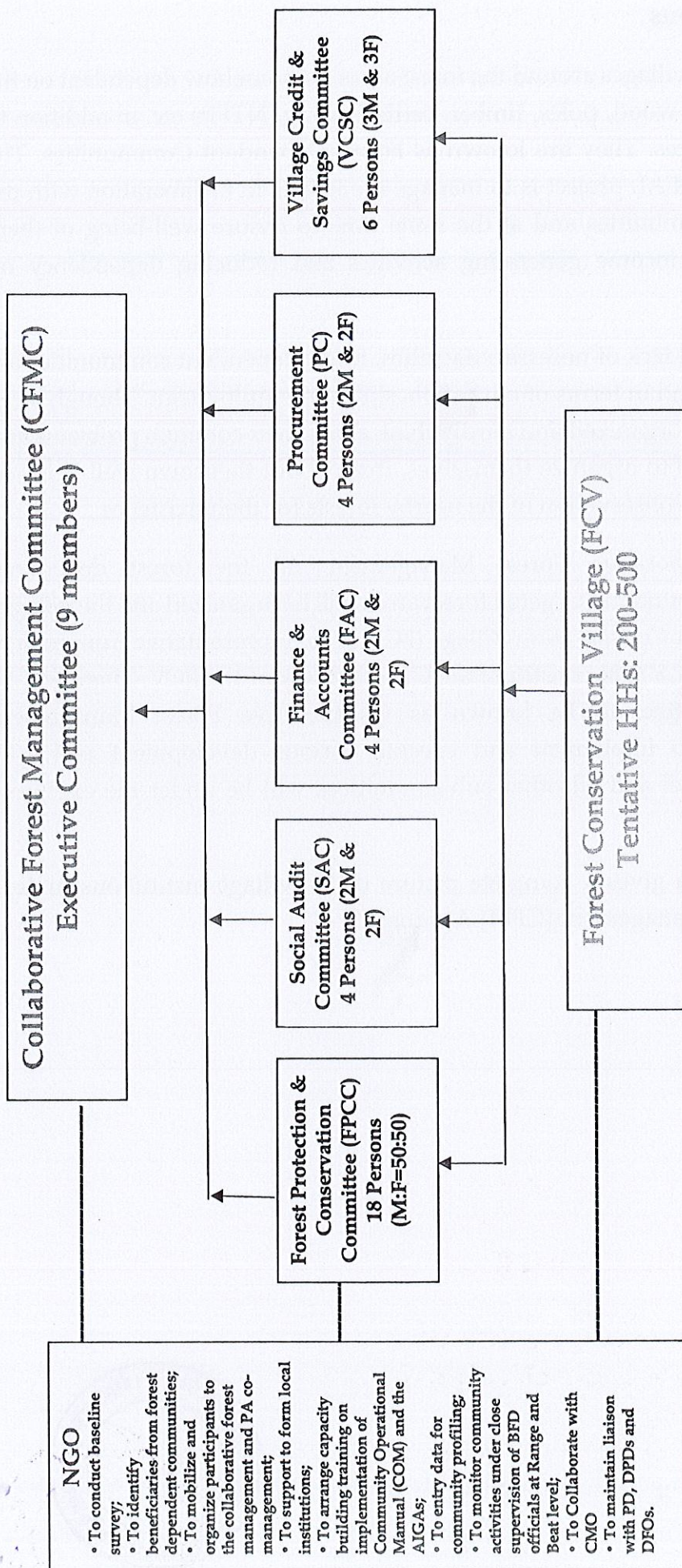


Figure 1: Schematic Diagram of Village Level Institutions for CFM



2.2. Forest Conservation Village (FCV):

Under the collaborative forest management/PA co-management, all sorts of project activities will be implemented in the forest Beat landscape where project beneficiaries will be selected from adjacent villages within 1-3 kms radius of beat boundary. The selected village will be known as **Forest Conservation Village (FCV)** consisting of approximately 200-500 households (HHs). However, more small villages around the forests may be found during the baseline survey and each of this village or part of the village have no prominent impact on afforestation and forest restoration activities. Depending on prevailing context, small portions of adjacent villages which have impacts on afforestation/forest restoration can be combined together as an FCV and accordingly village institutions will be formed. Concerned Beat Officer will make such decision as needed. NGO will facilitate the whole formation of village institutions and committees with proper consultation with the BFD.

- All the interested household members (only one from each household) in the selected village together will constitute the FCV in the village and in this process, nobody will be left behind according to Government's Sustainable Development Goal (SDG);
- The names and other details of all the interested members of the village will be entered in a book called as Membership Register. The format of the Membership Register is given in **Annexure- 1**;
- Forest Conservation Village (FCV) meeting will be organized half yearly but it can be organized if needed by the villagers or executive committee i.e CFMC;
- In order to hold a meeting of the Forest Conservation Village (FCV) and take decisions, at least 60% of the HH members in the village must be present; at least 40% of those present in the meeting must be women;
- Necessary information will be communicated to all the members about the Forest Conservation Village (FCV) meeting at least one week before the meeting;
- FCV, in a general meeting, will select/elect one Chairman and other members for CFMC and sub-committees from the beneficiaries selected through CIP process;
- In each meeting a Chair Person will be selected to preside over the meeting;
- CFMC will organize FCV meetings and document the decisions taken in the meeting in Minutes Book;
- Project beneficiary's list prepared through CIP process must be approved in the FCV meeting;
- The other important roles of the FCV will be to prepare Annual Plan, review progress of implementation of annual plan, approve annual report with expenditure, etc.;
- Organize and participate FD organized outreach programs for awareness raising and collaborative forest management and protection activities;





Figure 2: Forest Conservation Village (FCV) Meeting with villagers

2.3. Collaborative Forest Management Committee (CFMC)

Collaborative Forest Management Committee (CFMC) will be the executive body in the village having all the power to take all the decisions on collaborative forest management. But there are large numbers of forest dependent households in the Forest Conservation Village (FCV). Hence, it needs a committee of less people to implement its decisions. This committee will be called as the Collaborative Forest Management Committee (CFMC). It will be actually the executive committee of the FCV at village level.

Structure of Collaborative Forest Management Committee (CFMC)

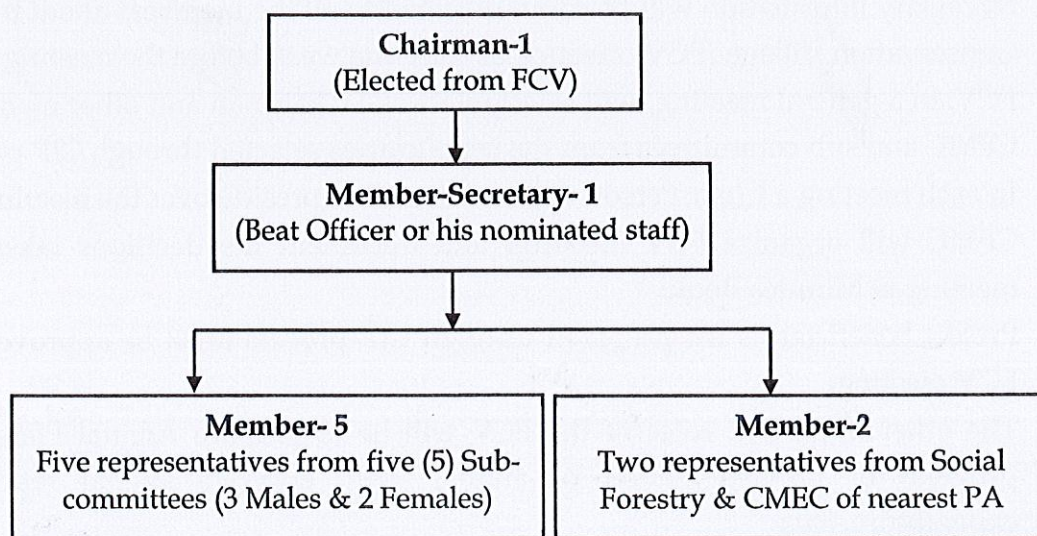
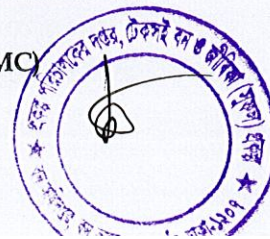


Figure 3: Structure of Collaborative Forest Management Committee (CFMC)



Formation of CFMC

Collaborative Forest Management Committee (CFMC) will be formed by comprising of nine (9) members. A Chairman will be directly elected/selected from the beneficiaries selected through CIP process from the Forest Conservation Village (FCV) and the concerned Beat Officer or his nominated staff will be the Member-Secretary. Five (5) members will be selected from five sub-committees. One (1) member will be selected from existing social forestry group members (social forestry committee will select one member as their representative), another one (1) member from nearest Protected Area (CMEC will select one member as their representative). If there is no PA, then both the members will be selected from existing social forestry groups.

The Collaborative Forest Management Committee (CFMC) will meet once in a month. All the important decisions of the Collaborative Forest Management Committee (CFMC) will be recorded in a minute book.

Roles and Responsibilities of CFMC

- Implementing Forest Conservation Village (FCV) decisions;
- Constituting Sub-Committees (Finance and Account, Village Credit and Savings, Forest Protection and Conservation, Procurement and Social Audit committees or others) with the beneficiaries selected through CIP process and giving them responsibilities;
- Approval of all rules and guidelines for implementation of community development activities and livelihood fund management in consultation with VCSC and FAC;



Figure 4: CFMC meeting at village landscape



- Formation of Sub-project Committee (SPC) for preparing and implementation of Sub-projects under CDF or other funds;
- Provide support to SPC/FAC for preparation of Sub-project Proposals under Community Development Fund using participatory methodologies;
- Pre-verification and approval of Sub-project Proposals under Community Development Fund (CDF) processed by the Finance and Accounts Committee (FAC) and send to Cost Center/DFO office with recommendations;
- Provide support for preparation of Alternative Income Generation Activity (AIGA) Proposals prepared by the beneficiaries with the assistance from VCSC for getting support from Livelihood Development Fund; pre-verification and approval of proposals and send to Cost Center/DFO office with recommendations;
- Supervising Community Development Fund (CDF), Livelihood Development Fund (LDF) and other fund activities as approved;
- Assisting FAC and VCSC members for keeping all the accounts and records of the Community Development Fund/Livelihood Development Fund updated;
- Calling meetings of the Forest Conservation Village (FCV) and Collaborative Forest Management Committee (CFMC) and record decisions in minute book;
- Signing Financing Agreements with BFD for obtaining project support;
- In the Collaborative Forest Management Committee (CFMC) meeting, members will review the overall progress, prepare plans, approve expenditures, review different sub-committee reports and take new decisions;
- Assist BFD in SSP preparation, site selection and plantation establishment & maintenance works;
- Take decisions on the required experience, remuneration, duration of appointment and other conditions of the book-keepers and Community Professional (CP);
- Approval of activities to be carried out by the sub-committees (FPCC, VCSC, PC, SAC and FAC).
- Approve all Final Expenditure Statement (Monthly/Quarterly/Half yearly and Yearly) from different sub committees.
- In case of any financial corruption in any type of fund, the CFMC concerned can take legal action against the alleged person/s.
- Arranging exposure visits, capacity building trainings etc;
- One bank account will be opened in the name of Collaborative Forest Management Committee (CFMC) and will be operated by the Chairman and Secretary. Two signatories will be mandatory for operating the Bank Account. The Cashier of Finance and Account Committee (FAC) will provide clerical support to operate the account and keep records.
- CFMC will receive two funds- Community Development Fund (CDF) and Livelihood Development Fund (LDF) from Cost Center/DFO office and then transfer CDF to Finance and Account Committee (FAC) Bank Account and LDF to Village Credit & Savings Committee (VCSC) Bank Account for further utilization. Individual recipient will open his/her own bank account to receive LDF.

- In case of PAs, all the above-mentioned roles and responsibilities will be shouldered by CMEC as per PA Management Rules, 2017.

2.4. Sub-Committees of CFMC:

The CFMC will constitute five (5) sub-committees to implement collaborative forest management and monitor various on-going development activities at beat level. All sub-committees are accountable to CFMC. The sub-committees will be:

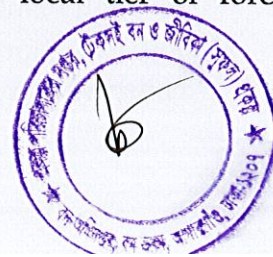
1. Forest Protection & Conservation Committee (FPCC): 18 Persons (9 Male & 9 Female)
2. Social Audit Committee (SAC): 4 Persons (2M & 2F)
3. Finance & Accounts Committee (FAC): 4 Persons (2M & 2F)
4. Procurement Committee (PC): 4 Persons (2M & 2F)
5. Village Credit & Savings Committee (VCSC): 6 Persons (3M & 3F)

2.4.1. Forest Protection and Conservation Committee (FPCC):

The FPCC will be formed with the members from FCV, not more than one from one household, who have interest in conservation and protection of forests, wildlife and biodiversity and already selected through Community Identification of Poor (CIP) process. The aim of the FPCC is to contribute in collaborative forest management activities and thereby improve beneficiaries' livelihoods and well-being. SUFAL encourages ensuring active and effective participation of forest dependent target communities in forest protection and biodiversity conservation activities. These forest dependent communities living in and around the forests are the primary and key stakeholders of the SUFAL project. The project will ensure the participation of the community people including poor, women, and indigenous communities in conservation and collaborative forest management.

FPCC members will be engaged in afforestation and reforestation, plantation site selection, plantation species selection, establishment, wildlife and biodiversity conservation. Afforestation and reforestation activities will be carried out with the native species. Community people will help to develop seed banks, nursery and timely and proper implementation of plantation programs. The afforestation and reforestation activities will increase forest biodiversity and engagement of local community in collaborative forest management (CFM).

Forest Protection and Conservation Committee (FPCC) will be a community platform to extend cooperation to the Forest Department in forest resource protection, restoration and biodiversity conservation activities. The committee members will work with forest Beat Officers, Range Officer, and other local tier of forest administration.



In case of Protected Areas 'Protected Area Management Rules,2017' will be followed for forest protection and community participation.

- Forest Protection and Conservation Committee (FPCC) will be 18 members sub-committee;
- This committee will be formed by both men and women together. At least 50% will be the female members;
- Only one member from one extreme poor and poor household can join in the FPCC as a committee member.

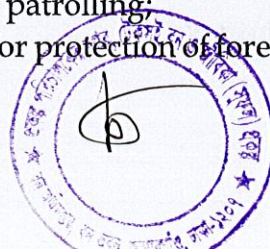
Roles and Responsibilities of FPCC:

- Identify and discuss (nature and types of NRs, ESS) and raise awareness about forest resources and wildlife in the forests and PAs;
- Discuss and motivate community about human and natural, climate change factors behind the deforestation and degradation;



Figure 5: Forest protection by Forest Protection and Conservation Committee (FPCC) members along with FD staff

- Involve in collaborative forest management, community patrolling, watching, forest protection and conservation activities;
- Protect illegal extraction of forest and wildlife resources and communicate with FD for immediate necessary actions. FPCC will directly work under supervision of CFMC and community patrolling & watching work will be assigned by their elected Team Leader (TL);
- Engage themselves in conservation activities and get livelihood benefits through Plantation, AIGA activities, and community patrolling;
- Enhance coordination at local, village and beat level for protection of forest and conservation of biodiversity;



- FPCC members will meet on a specific day every week/fortnightly or at convenient interval for them;
- Coordinate with different stakeholders, forest department officials and development players to inform their services for the beneficiaries and forest protection;
- Identify forest destruction related issues for improving collaborative forest management activities. Assist other committees as needed so that they can perform their duties smoothly;
- Participate in monitoring of performance and outcomes of forest and biodiversity conservation and protection;
- Members will participate in the group meetings regularly and save a fixed amount regularly as decided by the VCSC committee;
- Members will participate in the training programs as needed;
- Members will follow the 'Core Values' like all other stakeholders of SUFAL project;
- Members will take revolving fund loan for income-generating activities;
- Members will repay the installments of both internal lending and Revolving Fund Loans (including service charges) and deposit the money to VCSC within 24 hours;
- Members will guarantee other group members in the loan process;
- Any other activities as decided by the FPCC or Forest department, discuss forests protection and conservation activities and follow them;
- Group will select 1 Team Leader, 2 Co-team Leaders, and 2 Communicators from the members.



Figure 6: Saplings from twenty-five different tree species collected by forest dependent fuel wood collector.



2.4.2. Village Credit & Saving Committee (VCSC)

- VCSC members will be selected by the CFMC from FCV members (beneficiaries already selected through CIP process);
- The VCSC will consists of 6 members (3 male & 3 female);
- The CFMC will select one Convener, one Secretary and one Cashier (female member) and three other members to undertake various activities of the VCSC;

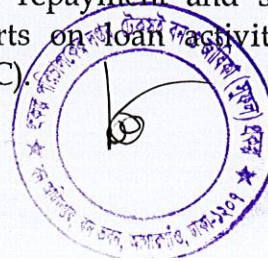
Roles & Responsibilities of VCSC:

- Manage savings activities, process and disburse livelihood fund, internal fund and other fund loans to project beneficiaries;
- Identify the need for livelihood supports for selected beneficiaries (Training and capacity building, resources, funding, credits, etc.);
- Helping beneficiaries (household members already selected through CIP process) to prepare proposals for obtaining loan to start income-generating activities;
- Evaluate the viability of proposals submitted by the selected beneficiaries for Revolving Fund Loans and send to CFMC with recommendations;
- Cashier of VCSC will be assigned in the village as a representative to collect savings and repayments. Other members will help him as and when required;
- Holding meetings as often as needed - at least one meeting every month to discuss issues relating to savings, credit activities & LDF utilization;



Figure 7: VCSC meeting at village level

- Maintain and keep accounts, passbook and record of resolution. Fund wise cash book, ledger book, statement of receipts and payments (Cash flows), statement of income and expenditures, balance sheet, cheque register, cheque book, deposit slips, bank statement etc. properly by cashier;
- Maintain the accounts of loan disbursement and repayment and submit monthly, quarterly, half yearly and yearly reports on loan activities to Collaborative Forest Management Committee (CFMC).



- Provide all necessary documents related to savings, credit and repayments to SAC for audit;
- Members will participate in the group meetings regularly and save a fixed amount regularly as decided by the VCSC committee;
- Members will participate in the training programs as needed;
- Members will follow the 'Core Values' like all other stakeholders of SUFAL project;
- Members will take revolving fund loan for income-generating activities;
- Members will repay the installments of both internal lending and Revolving Fund Loans (including service charges) and deposit the money to VCSC within 24 hours;
- Members will guarantee other group members in the loan process;
- The committee will have separate bank accounts to deposit the individual savings and livelihood development fund (AIGA). Bank accounts will be operated by joint signature of Convener/Secretary and Cashier. Cashier's signature will be mandatory in this case.



Figure 8: Forest dependent community members engaged in AIG activities

2.4.3. Social Audit Committee (SAC)

Collaborative Forest Management Committee (CFMC) will monitor the activities of the VCSC, FPCC, FAC, PC and other sub-committees through the SAC. The SAC consists of 4 (four) members (2 male & 2 female) directly appointed by the Collaborative Forest Management Committee (CFMC) from the selected beneficiaries through CIP process. There will be a Convener in the SAC team.

- The SAC members cannot be the leader (Chairman or Secretary) of the Collaborative Forest Management Committee (CFMC).



- SAC members should have the knowledge about activities e.g., procurement, accounting, financial dealings, sub-project activities, project meetings etc carried out by different sub-committees;
- SAC member would be well known for their integrity and honesty;
- The persons not favouring some groups of people in the village;

Key roles and responsibilities of SAC:

- Monitoring and auditing the functions of sub-committees FPCC, VCSC, FAC and PC whether the agreed 10 principles ('Core Values') and COM guidelines are complied with properly;
- Verifying the documents and records of VCSC, FAC and other sub-committees and submit reports to meetings, including observations as well as recommendations to CFMC;
- If the SAC finds any anomaly, then it will be discussed in the next SAC meeting to sort out the problem and prepare a report and submit it to the CFMC for further actions;
- Verify all loan application, cross check loan register and passbook;
- Check whether FAC documents are consistent with bank statement and genuine bill vouchers are submitted against various sub-project expenses;
- Pre-verification of Sub-project Proposals and AIGA Proposals and recommending the proposals and applications for each instalment of Community Development Fund (CDF) and Livelihood Development Fund (LDF) after verifying the achievements/ landmarks of the completed activities;
- Verify group savings, collection and deposit to the bank;
- Verify default loan and find out reasons. In case of any financial corruption and any type of fraud, this committee can suggest CFMC and CFMCC for legal action;
- Collecting more details about complaints, conflicts and other issues when needed by the CFMC;
- The SAC will scrutinize all procurement activities and expenditures;
- Members will participate in the group meetings regularly and save a fixed amount regularly as decided by the VCSC committee;
- Members will participate in the training programs as needed;
- Members will follow the 'Core Values' like all other stakeholders of SUFAL project;
- Members will take revolving fund loan for income-generating activities;
- Members will repay the installments of both internal lending and Revolving Fund Loans (including service charges) and deposit the money to VCSC within 24 hours;
- Members will guarantee other group members in the loan process.





Figure 9: SAC meeting to analysis findings during monitoring of project activities.

2.4.4. Finance and Accounts Committee (FAC)

- Finance & Account Committee will be the responsible arm of the CFMC to deal with the financial activities and will be formed with four (4) members (selected beneficiaries through CIP process) of the Forest Conservation Village (FCV) where there will be one Convener, one Secretary, one Cashier and one general member;
- Out of 4 members 2 will be males and 2 females;
- The finance committee members and book-keepers will receive trainings on financial aspects and COM booklets;
- The Cashier of FAC will provide clerical support to the CFMC to operate the bank account and maintain and preserve records of all transactions in addition to his routine duties.

Roles and responsibilities of Finance & Accounts Committee (FAC):

- Finance & Accounts Committee will assist in gathering information about sub-project proposals and prepare a detailed proposal for funding under CDF and take approval from the CFMC;
- FAC will execute and supervise the implementation of sub-project activities under Community Development Fund (CDF);
- The Cashier of Finance & Accounts Committee (FAC) will prepare and maintain fund wise Cash Book, fund wise Ledger Book, statement of receipts and payments (cash flows), statement of income and expenditure, Balance Sheet, Cheque Register, Cheque book, Deposit Slips, Bank Statement etc. and preserve those;
- Provide all the accounts and records to the Social Audit Committee (SAC) for auditing;
- All kinds of Bills of expenditure will be preserved by Cashier (Community Development Fund);



- Prepare monthly accounts of expenditure of project fund and progress report and submit to BFD within 5th days of the next month.
- The committee will have one bank account under joint signature of the Convener/Secretary and Cashier for depositing external fund including Community Development Fund (CDF). Two signatories will be mandatory for operating the Bank Account;
- Make payment to the parties providing goods, services or works as approved by CFMC;

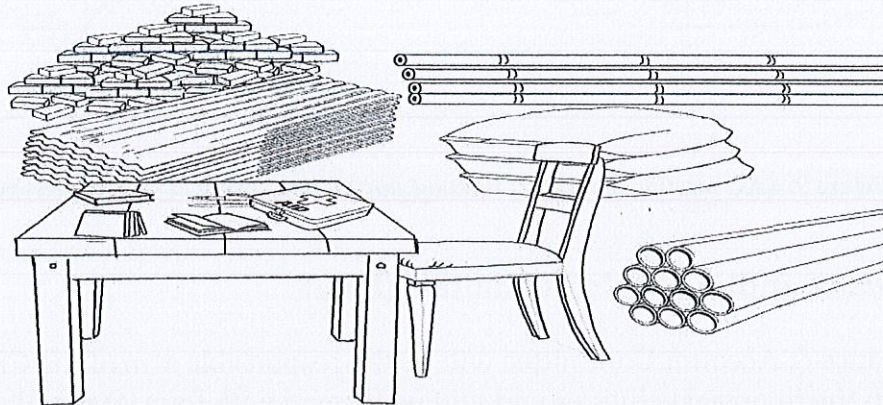


Figure 10: Materials for community development work in the village

- Prepare annual budget and work plan;
- Maintain a petty cash amount of Tk. 1,000.00 to the cashier for meeting small expenses;
- Always ensure flawless financial transactions & review the audit report;
- Any kinds of transaction above Tk.10,000 done through the bank account;
- Monthly meeting will be held and all kinds of issues will be discussed there;
- Members will participate in the group meetings regularly and save a fixed amount regularly as decided by the VCSC committee;
- Members will participate in the training programs as needed;
- Members will follow the 'Core Values' like all other stakeholders of SUFAL project;
- Members will take revolving fund loan for income-generating activities;
- Members will repay the installments of both internal lending and Revolving Fund Loans (including service charges) and deposit the money to VCSC within 24 hours;
- Members will guarantee other group members in the loan process.

2.4.5. Procurement Committee (PC)

- Procurement committee will be formed by the CFMC with four (4) members of the FCV (participants already selected through CIP process) where there will be one Convener and others as general members;
- Out of 4 members 2 will be males and 2 females;



The Role and Responsibilities of Procurement Committee (PC)

- Any kinds of procurement above Tk.25,000 per purchase will be made through procurement Committee;
- Up to Tk. 5 lac per purchase will be made through quotation;
- In case of purchase above Tk. 5 lac per purchase will be made through inviting tenders publishing notices in the newspapers, magazines, internet etc. These notices will be displayed in common places, district offices etc.;
- At least 50% members of the procurement committee shall have to be present during the procurement;
- The procurement committee can seek technical assistance from any expert person during any special purchase;
- Members will participate in the group meetings regularly and save a fixed amount regularly as decided by the VCSC committee;
- Members will participate in the training programs as needed;
- Members will follow the 'Core Values' like all other stakeholders of SUFAL project;
- Members will take revolving fund loan for income-generating activities;
- Members will repay the installments of both internal lending and Revolving Fund Loans (including service charges) and deposit the money to VCSC within 24 hours;
- Members will guarantee other group members in the loan process.

2.5. Collaborative Forest Management Coordination Committee (CFMCC)

In case of more than one CFMC, a coordination committee may need to be formed in some Forest Beat landscape. Structure of CFMCC is given below:

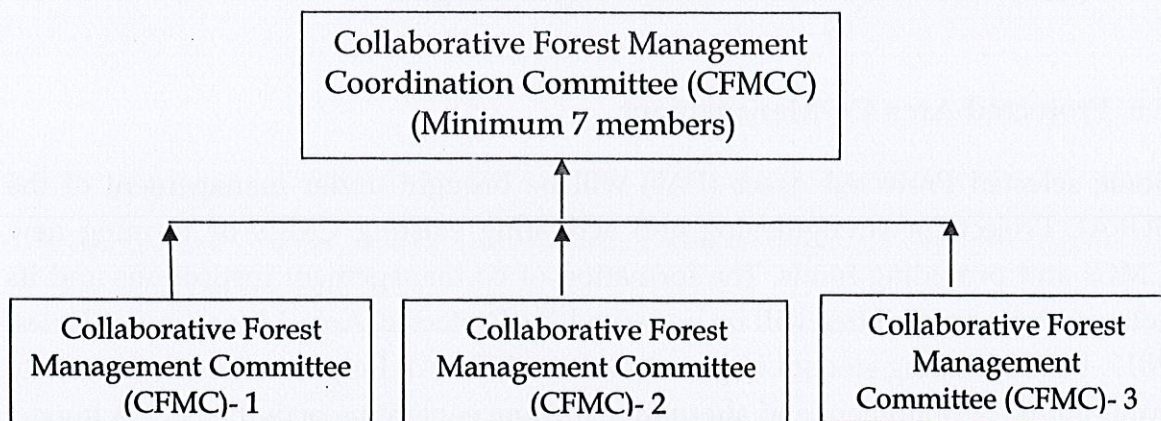
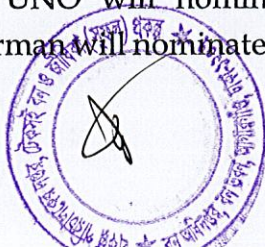


Figure 11: Structure of CFM Coordination Committee.

Formation of CFMCC: The Collaborative Forest Management Coordination Committee (CFMCC) will be formed with 5 -7 members, one (1) member will be taken from each CFMC. UNO will nominate one (1) male/female member for this committee. UP Chairman will nominate one (1) female member. Two (2) members will



be taken from Social Forestry groups and CMC of nearest Protected Area (PA). The members will elect one Chair Person among themselves; concerned Beat Officer (BO) will be the Member-Secretary (1) of this Committee at Beat landscape. In case of equal vote Beat Officer will take the decision. This committee will perform coordination role in beat landscape to collaborative forest management committees (CFMCs) and other sub-committees and field activities.

Roles and Responsibilities of Chair Person and Secretary

A. Chair Person:

- Presiding over and conduct meetings;
- A member could be selected to preside over any meeting in absence of Chair Person;
- Finalize topics/agenda for the meetings;
- Resolve any conflict in the meetings;
- Raise any important issue and solve through the meetings;
- Communicate with different institutions/organizations;
- Organize meetings through Secretary.

B. Secretary:

- To organize meetings of Collaborative Forest Management Coordination Committee (CFMC) with approval from the Chair Person;
- Keep record of the meeting proceedings;
- Maintain all books and records;
- Assist the Chair Person in conducting meetings.

2.6. Protected Area Co-Management

Some selected Protected Areas (PAs) will be brought under management of the SUFAL Project for strengthening and activating existing CMCs or forming new CMCs and providing funds. The formation of co-management institutions and its roles and responsibilities will be governed by Protected Area Management Rules, 2017. For facilitating smooth implementation of SUFAL Project activities, especially community development and alternative income generating activities in PA impact zone some special provisions will be made in the village level institutions as per Rule- 31(2) of Protected Area Management Rules, 2017. Under each Beat potential villages having remarkable impacts on PA management will be selected on the basis of criteria mentioned earlier for selection of Forest Conservation Village (FCV) of CFM. Project beneficiaries will also be identified following the same procedure and criteria as described in Chapter- 4 and the beneficiaries will form Village



Conservation Forum (VCF). An executive committee of Village Conservation Forum (VCF-EC) and 4 (four) sub-committees viz. Finance & Account Committee (FAC), Village Credit & Savings Committee (VCSC), Procurement Committee (PC), Social Audit Committee (SAC) will be formed for each village with the members of VCF. The Community Patrol Group (CPG) will be reorganized and strengthened involving more competent VCF members. Co-management Executive Committee (CMEC) will form the sub-committees with the help of Peoples Forum in VCF meeting.

The roles and responsibilities of Executive Committee of Peoples Forum (PF-EC), VCF-EC, CPG, FAC, VCSC, PC and SAC will be as same as CFMCC, CFMC, FPCC, FAC, VCSC, PC and SAC of CFM respectively.

All fund proposals will be approved by VCF-EC and endorsed by CMEC. Project funds (CDF, LDF, etc.) will be disbursed to VCF-EC from the cost centers/DFO Offices informing the respective CMEC and subsequently the fund will be transferred to respective FAC/VCSC account for further utilization.

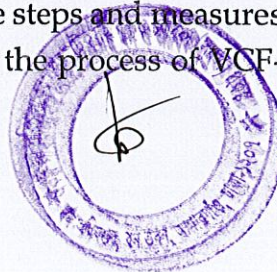
All reports including monthly account and progress reports will be prepared in the sub-committee level and will be approved by VCF-EC and endorsed by CMEC before sending it to the cost center/DFO Office.

Formation of Executive Committee of Village Conservation Forum (VCF-EC)

Executive Committee of Village Conservation Forum (VCF-EC) will be formed by comprising of nine (9) members. A Chairman will be directly elected/selected from the beneficiaries selected through CIP process from the Village Conservation Forum (VCF) and the concerned Beat Officer or his nominated staff will be the Member-Secretary. Five (5) members will be selected from five sub-committees. One (1) member will be selected from existing social forestry group members (social forestry committee will select one member as their representative). CMEC will nominate one member as their representative in the committee.

The Executive Committee of Village Conservation Forum (VCF-EC) will meet once in a month. All the important decisions of the VCF-EC will be recorded in a minute book.

The village institutions (VCF-EC, VCSC, SAC, FAC, PC & CPG) will be formed for a two years tenure, and then it will be reconstituted after every two years. After each term, it will give the opportunity to other potential members to become leader of the committees, but no one of the members can hold any key position for two consecutive terms. The CMEC will approve and organize all the steps and measures for transparent and fair selection/election. NGO will facilitate the process of VCF-



EC and other sub-committee formation and local Beat Officer/staff will oversee the whole process.

Structure of Executive Committee of Village Conservation Forum (VCF-EC)

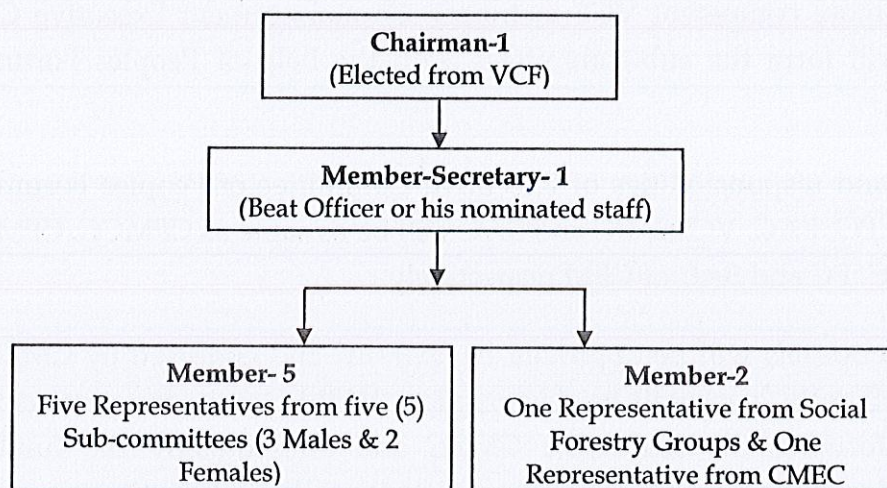


Figure 12: Structure of Executive Committee of Village Conservation Forum (VCF-EC)



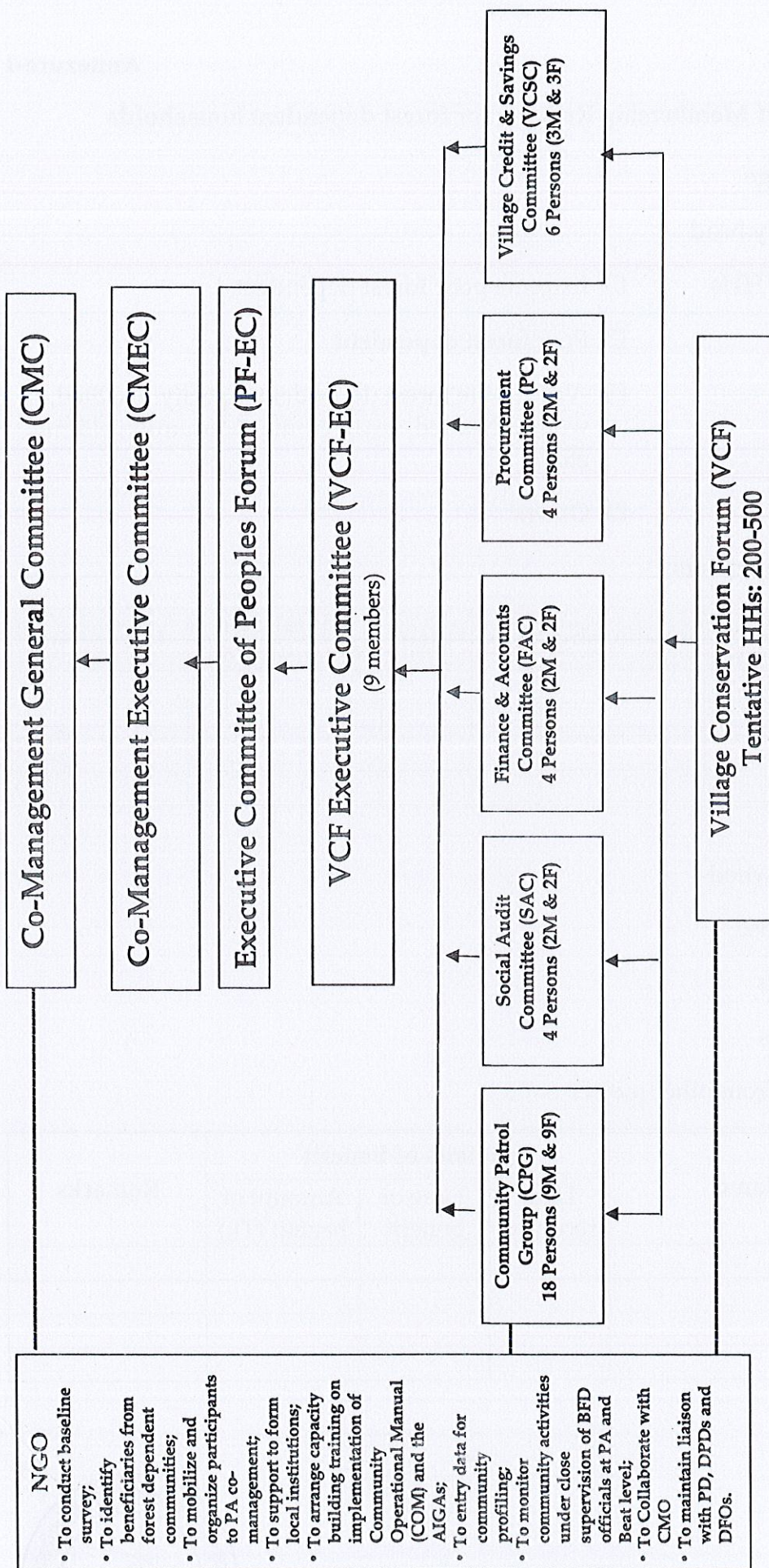


Figure 13: Schematic Diagram of Village Level Institutions for Protected Areas



Annexure-1

Format of Membership Register for forest dependent households

Name of the Village :

Name of the family head :

Status of Member HHs : ☐ Extreme poor forest dependent
☐ Poor forest dependent
☐ Vulnerable forest dependent (Specify disabled, women headed, small ethnic community, elderly etc.)
☐ Others

Details of family members:

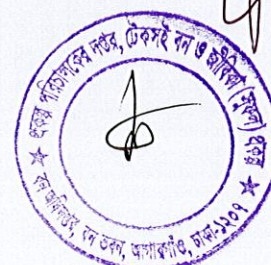
Sl. No.	Name	Relationship	Sex	Age	Educational Qualification	Occupation

Details of assets owned :

1. Type of house :
2. Land details :
3. Other assets :

Benefits received from other project :

Sl. No	Name	Details of benefit			Remarks
		Date received	Type of benefit	Amount of benefit (Tk)	



Chapter- 3

Functionality of Village Level Institutions



3.1. Steps in Forming Village Institutions

3.1.1. Communication Campaign: The BFD and NGO will organize information dissemination meetings at village level. The project/component approach, basic principles and steps will be discussed in the meetings. With this, prospective beneficiaries will be able to know about selection criteria, steps for target beneficiary identification mechanisms and other important messages of the project. On completion of the communication campaign, NGO will do an enthusiasm assessment exercise in consultation with Forest Department (FD) to select the villages for project intervention.

3.1.2. Willingness Model Resolution: The NGO with close supervision of Bangladesh Forest Department (BFD) will work with the enthusiastic villages that are showing interest and willingness after having information about the project and its benefits for the extreme poor and the households of poor forest dependent community. Finally selected village will take a resolution showing its enthusiasm, and most of the extreme poor and poor forest dependent households will come forward and decide together to work with the BFD for their well-being and collaborative forest management, protection, restoration and biodiversity conservation activities. The model resolution is attached herewith in Annexure- 2.

3.1.3. Community Identification of Poor (CIP) Forest Dependent Beneficiary: Forest dependent communities are the primary stakeholders and keeping this in mind, the focus of the project will be that the BFD and NGO will assist to identify target beneficiaries in a participatory manner.

The Community Identification of Poor (CIP) forest dependent participant is a careful methodology that will help to identify and make the list of extreme poor, poor, disabled, vulnerable and women headed targeted forest dependent HHs in the village as described in Chapter-2.

3.1.4. Social Mobilization: The forest dependent communities in the selected village need to come forward together for implementing various activities. After the identification of forest dependent households at village level, NGO will organize small group discussions on why are they poor? How can they solve the problems? Why do they need to be united and why do they need leadership or a leader? Why do they mobilize them towards the project benefits? NGO will facilitate all the process with consultation and active participation from Forest Department (FD) officials.

3.1.5. Committee, Group Formation and Leader Selection: Every one of the villages cannot take the responsibility for their welfare and development. So, an organization/institution is needed to run the development activities. After



mobilization, they will form their institutions and committees in the village. They will constitute institutions as per this chapter: FPCC, VCSC, FAC, PC, SAC and other sub-project committees etc.

3.1.6. Training for Committee Members/Leaders on COM: To run the village-level institutions efficiently and smoothly, it is very important to build their capacity on different organizational management issues/aspects. To build the capacity, NGO will organize training programs for the office-bearers, committee members and also for other community members on COM booklet, collaborative forest management and protection activities and other topics as needed.

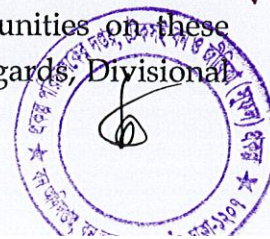
- To let all of the villagers and other project stakeholders understand the 'Core Values';
- Inform community members about other important project messages;
- Visit other villages for learning from their good practices;
- Collecting more information for developing the village.

3.2. Tenure of Committee Members:

All the village institutions and committees organized and formed under SUFAL will have to develop leadership among the members of the committees. The first committee/village institution (VCSC, FPCC, SAC, FAC, PC etc.) will be formed for a two years tenure, and then it will be reconstituted after every two years. After each term, it will give the opportunity to other potential members to become leader of the committees, but no one of the members can hold any key position for two consecutive terms. The CFMC will approve and organize all the steps and measures for transparent and fair selection/election. NGO will facilitate the process of CFMC and other sub-committee formation.

3.3. Social Safeguard Policy

Identification of the forest dependent community at the village landscape is very important for project implementation. Under the CFM, forest dependent communities will lead their livelihood harmony for the sustainability of the forest. Social safeguard policy will be applied while dealing with communities for collaborative forest management activities and beneficiary selection. An 'Environmental and Social Management Framework (ESMF), 2018' has been prepared for the project. For this purpose, free, prior and informed consultation will be done with the community before any project intervention and activities. Social Safe Guard Specialist will assist to implement ESMF, 'Resettlement Process Framework (RPF)' and 'Small Ethnic Community Development Framework (SECDF)' of the project and ensure compliance of the same. Necessary training will be arranged for the communities on these frameworks to aware the implementation of ESMF, 2018. In this regards, Divisional



Forest Officers (DFOs), Range Officers and Beat Officers of the cost centres will be trained to implement the Environmental Safeguard Framework. Environmental Safeguard Coordinator will ensure the implementation of environmental safeguard framework during the implementation of the project. Gender Safeguard Specialist will work to minimize gender gap and improve opportunities of gender sensitive AIGA activities under the project. Necessary training will be arranged for the communities and BFD staffs for smooth operation of the project.

3.4. Grievance Redress Mechanism

BFD's Grievance Redress Mechanism (GRM) will be followed for the project to address complaints and grievances in implementing the project activities including SMF. Based on discussion and consensus, the GRM Committee will try to resolve the issues/conflicts amicably and quickly to ensure unhindered implementation of the project activities. BFD, is a part of GRM process.



Resolution for Willingness to Participate SUFAL Project by Forest Dependent Community

Name of Village:

The people of village, who have signed against their names appearing in the list given as *Appendix-2.1*, in a meeting on (date), at (Place) chaired by (Name and Designation), express their willingness to participate in this SUFAL Project activities. They have discussed and collectively committed to the following decisions:

1. Agree to follow the Non-negotiable 'Core Values' of the Project in all the project activities hereafter.
 2. Agree to call the village general body as Forest Conservation Village (FCV)/Village Conservation Forum (VCF); and
 - The details of the members of the Forest Conservation Village (FCV)/ Village Conservation Forum (VCF) will be put into a membership register, signed by the members;
 - The quorum for the Forest Conservation Village (FCV)/Village Conservation Forum (VCF) meeting shall be in the presence of 60% of the household representatives of the village. The Forest Conservation Village (FCV)/Village Conservation Forum (VCF) shall meet when needed by the villagers or CFMC/CMEC and one of the meetings shall be the annual general meeting (AGM);
 - All the members of FCV/VCF, CFMC/VCF-EC, FPCC, VCSC, FAC, PC and SAC must implement all the activities mentioned under each institution in the Community Operations Manual (COM);
 - All members of the forest dependent community shall abide by the decisions taken in the FCV/VCF meeting regarding project implementation.
 3. Agree to constitute a Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) as the Executive Committee of the Forest Conservation Village (FCV)/Village Conservation Forum (VCF); and
 - The Collaborative Forest Management Committee (CFMC)/VCF-EC, the executive body of FCV/VCF shall have all the decision-making powers for project implementation;
 - Collaborative Forest Management Committee (CFMC)/VCF-EC shall execute all the decisions of the Forest Conservation Village (FCV)/Village Conservation Forum (VCF). The Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) shall consist of 9 members.
- The quorum for the Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) meeting shall be in presence of 6 members.
4. Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) will constitute different sub-committees with the members from extreme poor and poor forest dependent households for implementing project activities including forest protection, restoration and conservation activities.
 5. Agree to utilize the assistance received from the project first for the benefit of the vulnerable like the disable, destitute, ethnic poor and elderly people of forest dependent households in the village.
 6. Agree to apply to the Forest Department for assistance under the Sustainable Forests and Livelihood (SUFAL) Project.

Date:

Sd/
(Chair Person of the Meeting)
Name and Designation



Appendix 2.1

List of the forest dependent participant attended in the FCV/VCF meetings

Name of the village:

Range/Beat:

Sl. No.	Name	Father's/ husband's name	Contact number	Signature



Chapter- 4

Community Identification of Poor (CIP)

Forest Dependent Beneficiary





4.1 Who Will Identify Poor Forest Dependent Beneficiary Household?

The project targeted forest dependent peoples from the most poor, vulnerable, women, disables, elderly and small ethnic groups. In many projects, selection of actual poor, extremely poor, poor forest dependent project beneficiary household is a big challenging job. In order to avoid all possible mistakes during identification of eligible poor and extremely poor targeted households of the forest dependent community and non-inclusion of well-off households in the village, a methodology called Community Identification of Poor (CIP) will be followed. NGO will use following criteria and process for identification and selection of targeted number of project beneficiary households at village level.

4.2. Criteria for Selection of Project Beneficiaries:

The direct beneficiaries of the SUFAL Project will be poor, extreme poor, small ethnic community, vulnerable, elderly and women headed household members heavily depending on forest resources for their livelihoods. The project will target about 40,000 households from 600 villages of 28 districts. All eligibility/selection criteria, such as poverty and well-being level, marginalization either by gender or by ethnicity or social status, dependency on forest resources will be quantified and scored.

The SUFAL Project will follow same eligibility criteria of CRPARP of Bangladesh Forest Department (BFD), but the emphasis will be on those extreme poor households, who have more than 50% of household income coming from using forest land and/or from forest resources and who spend more than 50% of their working time in forests.

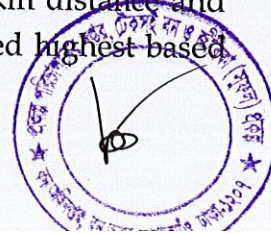
The list of selected households will be affirmed in each location at village meeting of the Forest Conservation Village (FCV)/Village Conservation Forum (VCF).

The list of the selected beneficiaries will include such number of people required for the SUFAL Project in that locality. However, in between 60-70 households who will score highest in the weighing system and affirmed by village meeting of FCV/VCF will be selected as SUFAL project beneficiary entitled for AIGAs fund.

Identification of beneficiaries will be facilitated by NGO using PRA methods applicable to each situation and locality.

4.3. Criteria for Village Selection for SUFAL Project:

Around 600 villages will be selected based on several criteria such as proximity to proposed afforestation/reforestation site in SSP, proximity to natural forests/PAs, level of current and potential impacts of climate change, size of area to be afforested/reforested, and level of poverty. The villages within 1 km distance and nearest to the selected afforestation/reforestation site shall be ranked highest based



on the scoring system presented in Table- 1 and the top scoring 600 villages shall be selected for the SUFAL Project.

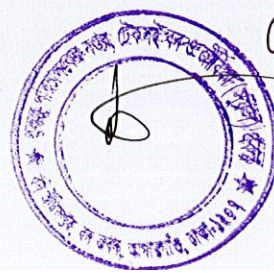
Table 1: Village Selection Criteria for SUFAL

SL.	CRITERIA	DEFINITION	SCORE
1	PROXIMITY TO PROPOSED AFFORESTATION/REFORESTATION SITE	0-1 KM	3
		1-2 km	2
		2-3 km	1
2	PROXIMITY TO NATURAL FOREST/PA (IMPORTANT INDICATOR FOR DEFINING FORES DEPENDENT COMMUNITIES)	0-1 KM	3
		1-2 km	2
		2-3 km	1
3	LEVEL OF CURRENT AND POTENTIAL IMPACTS OF CLIMATE CHANGE (SOIL EROSION/LANDSLIDE, WATER RETENTION, PROBABILITY OF TIDAL SURGES, SALINITY)	VERY HIGH	4
		HIGH	3
		MEDIUM	2
		LOW	1
4	SIZE OF AREA TO BE REFORESTED/AFFORESTATED	MORE THAN 50 HA	3
		20-50 HA	2
		10-20 HA	1
		LESS THAN 10 HA	0
5	LEVEL OF POVERTY (BASED ON THE MOST UPDATED STATISTICAL DATA SUCH AS POVERT MAP OF BANGLADESH OF 2009 AND UNION PARISHAD DATA ON VILLAGE POVERTY)	VERY HIGH	4
		HIGH	3
		MEDIUM	2
		LOW	1
TOTAL SCORE:		(SUM OF ALL SCORES	

These criteria will be quantified and each village included in SUFAL Project will be scored against the criteria to have a list of all villages in order of priority. At first 600 villages will be selected for the SUFAL Project intervention. In case, if some villages will drop from the Project due to some unforeseeable reasons, next village in the prioritized list will be selected. Small ethnic community people will be included on a priority basis.

4.4. Community Identification of Poor (CIP) Forest Dependent Beneficiaries

The Community Identification of Poor (CIP) Forest Dependent Beneficiary Household is a careful and step-by-step methodology that will help to identify targeted beneficiaries and enlist them as extreme poor and poor, small ethnic groups, disabled, women, and disaster vulnerable in the village. The CIP has the following characteristics:

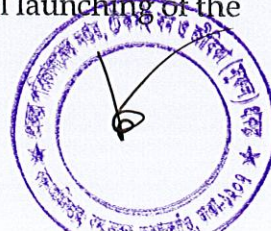


- Will make a village map on a chart paper showing the households and resources of the village.
- Based on the map prepared, will make a list of the households falling in the village.
- Then write the name of each household head on a separate paper card and assign each card in a separate cardinal number.
- Distribute these cards into three different economic groups according to various measures of wealth such as poor, not so poor, and well off. It needs a consensus in the group which means, before put a particular household under a specific group, all of the villagers need to agree for that. This may call for a lot of discussion among the villagers.
- Prior to making different economic groups such as poor, not so poor, and well off, they may also need to know who is poor, who is not so poor, and who is well off- that is, what makes people poor, or not so poor, or well off.
- NGO will conduct CIP for every Para/Mouza that falls under the village. CIP will be done for the entire village for once.
- The CIP uses various simple participatory techniques which allow all the villagers to get involved in the CIP activities;
- BFD, NGO facilitators and other CP members who are trained on CIP will help in the exercise of CIP;
- The method will allow to hear complaints and correct mistakes; and
- At the end of the CIP, villagers will get the final list of vulnerable, disabled, extreme poor, ethnic, and disaster vulnerable forest dependent households agreed by everyone in the village.

Justification for Conducting CIP

Compared to other pro-people participatory methods, the CIP (Community Identification of Poor) methodology has the following advantages:

- It gives an opportunity to work together and show potential in undertaking project activities with communities;
- It gives an opportunity to understand the village situation like how many extreme poor and poor forest dependent people live in the village;
- It also gives opportunity to think about what can be done to reduce poverty in the village;
- It is less costly and takes less time to complete;
- Since it is done by involving everyone and using simple activities, everyone in the village knows about it and agrees with the final list; and
- The CIP helps to document village situation before the formal launching of the project and this is called Village Baseline Household Data.



4.5. CIP Steps in the Village

Various steps for CIP exercise that will be conducted in the village will be facilitated by experienced NGO facilitator, BFD staff (ACF/RO/BO etc) and trained Community Professional (CP). The key activities will be undertaken to complete the CIP exercises are listed below in sequence:

Step-1: Village Meeting:

The purpose of the meeting is to convey every one of the villages about the following messages:

- Before starting the identification process, prepare the village for the CIP exercise and generate awareness about CIP and the role of the village through street plays, cultural programs, posters, pamphlets, etc.
- At the given day and time, the members of the village will gather at a common place i.e accessible to all communities for the exercise. NGO will ensure that one female/male representatives from the Union Parishad (UP) and representatives from all communities are present for the exercise. Further, FD officials, representatives of local organizations and CP will be invited to participate in the process. The NGO staffs observe the process, document it and guide the process when required.
- All villagers, including extreme poor and poor, vulnerable, women and youths (Youths of extreme poor & poor HHs) of forest dependent households of the village will be invited to attend and participate in the various CIP steps.

The key activities to be carried out under the step:

Hang or paste posters at prominent places (at road junction/in front of village mosque/shops) of the village and distribute the handbills/leaflets among villagers. Make announcement using public address systems using anyone or all of these - household visits, small group discussions, cultural programs, etc.



Figure 14: Village meeting for CIP exercise



The facilitators for the step are the NGO field facilitator, BFD officials, and some community professional/leaders. The key results will be achieved at the end of the exercise is that the majority of the extreme poor, poor and vulnerable become aware that Forest Department (FD) is going to launch the alternative livelihood activities (AIGA) of SUFAL Project in this village for reducing forest resource dependency, conserve and restore degraded forests and improve their lives & well-being.

Step 2: Team for Conducting CIP

The purpose of the step is to form a volunteer team (CIP Team) of 7 to 9 members who will facilitate the CIP steps. This team members will be unanimously selected [5 members from the forest dependent community, 2 members from FD officials like ACF/RO/BO/CMO, (1) NGO field facilitator & (1) UP member] by the forest dependent community of the village.

The key activities to be carried out under the step are:

- Facilitating the selection of a Chairperson from the forest dependent community members to chair the meeting. Informing the community about the aims and objectives of the project. Briefing the community in details about the CIP, the need for conducting it, its advantages and the overview of different steps;
- Informing the meeting that they have to select 5 community members for forming a CIP team from their village; and
- The facilitators for the step are the trained NGO facilitators, BFD officials and the community professional (CP) from other village.



Figure 15: CIP team visiting village for project target beneficiary identification



Step-3: Training of CIP Team

The main purpose of the task is to train the CIP team. The CIP team will be trained on the following topics:

- To make an overview on the Project Institutional Arrangement, Social Accountability and the 'Core Values'. Make them understand various steps and activities in the CIP methodology. How to conduct the main participatory tools of Transect Walk, Social Mapping and Wealth Ranking; and
- Make them understand the importance of active participation of all the forest dependent community members for the success of the project.

The key activities to be carried out under the CIP training:

- **Day 1: Inhouse Programme**
 - The session shall cover the basic Project Principles, Institutional Arrangement, Core Values and Social Accountability aspects;
 - The next session shall focus on the importance of targeting the extreme poor, poor and vulnerable forest dependent households, the significance and importance of undertaking CIP exercise;
 - This session shall cover how to do the Transect Walk, Social Mapping and Wealth Ranking;
 - The session shall focus on quality assurance, display of CIP list, rectifying complaints on the list, finalization and approval of the list by the FCV/VCF; and
 - The session will also cover how to document the results of CIP exercises as well as help the participants on tips and techniques to involve the community members during the actual exercise.



Figure 16: CIP training facilitation by NGO trainer at village level



- **Day 2: The field programme will cover the following:**
 - Doing a trial/demo exercise of Transect Walk, Social Mapping and Wealth Ranking in the field to learn the CIP exercise. After the field exercise, the participants need to reassemble to share their observations and learning from the exercise;
 - The facilitators and resource persons will highlight the various field-level issues which can come up during the actual exercise and discuss the possible solutions to tackle the issues; and
 - At the end of the CIP training, a detailed field programme for conducting the CIP exercise in the village covering all the households will be drawn up.
- The participants for the step are all the CIP team members and the facilitators are the Community Professional (CP) from other villages, NGO field staff and FD officials.

Step-4: Transect Walk

The Transect Walk is one of the well-known PRA tools which will apply to suit the purpose of right participant selection. As the CIP team members who are going to conduct the CIP exercise are from the same village (except Forest Department (FD) and NGO staff) and they walk through the village, observe the key aspects about the village and interact informally with the villagers they meet on their way.

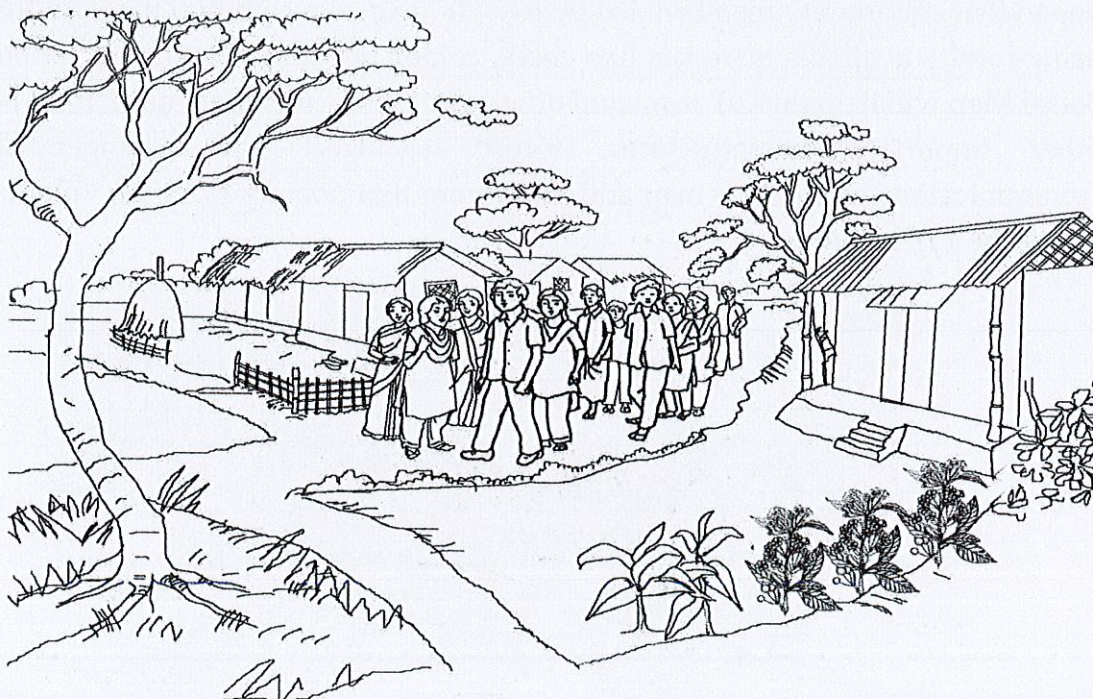


Figure 17: CIP team visiting village and observe socioeconomic aspects of households



The Purpose of Transect Walk

To help the CIP team refresh and re-perceive the acquaintances of the village through observations and informal interactions with the villagers. Observe the village situation, its surroundings and overall conditions of the villagers. Collect the preliminary information about the key landmarks and institutions of the village.

The key activities to be carried out during Transect Walk

- The CIP team will map out a route for doing a Transect Walk in the village so as to get a reasonable impression of the whole village. The CIP team along with some of the forest dependent community members, and community professionals from other villages will walk through the village. At important places or landmarks of the village, the group will stop and discuss the key characteristics; and
- At the end of the Transect Walk, the group will get together, discuss the key observations like general village conditions, forest resource dependencies, house types, livelihoods of villagers, resources available, key problems facing by the community etc and prepare a brief report, including a draft sketch of the village showing all the important features of the village.

Step-5: Social Mapping

The purpose of Social Mapping is to prepare a map of the village involving other forest dependent community members led by the CIP team at a common place on the floor using locally available materials like chalk, colour powder, stones, pebbles etc. The Social Map will help the CIP team and other community members mark their houses, other important infrastructures, forest resources, and arrangement for communications etc. on the map and make sure that nobody from the village is left out of the CIP activities.



Figure 18: Social Mapping in the village by community members.



A spacious suitable venue is needed to draw the Social Map, while other community members observe and make suggestions. All the members of forest dependent households are informed and invited for whom the Social Map is drawn. A register to record the details and other stationeries like paper, pens etc. will be required.

The key activities will be carried out during the Social Mapping

- The CIP team will be divided into small groups like:
 - **Facilitation Team** to draw the map and mark details.
 - **Documentation Team** to draw the map on a flipchart, help the facilitation team to complete information cards (**Annexure 3**) and other registers;
 - **Gate-keeping Team** to prevent too much of interference by others and maintain discipline during the social mapping; and
 - **Organizing Team** to make all arrangements and invite the community, assist the facilitation team when field verification will be needed etc.

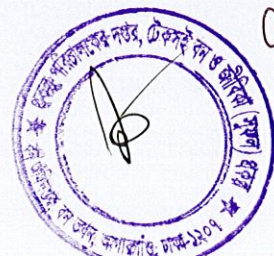
The facilitation team will explain to the community the purpose of the social mapping, the arrangements made as well as the support and role of the community in helping them complete the exercise;

- The facilitation team will first draw the outline of the village using chalk. Some of the very knowledgeable elderly members will also be invited by the facilitation team to help them draw the map;
- Then the main roads and pathways are marked on the map followed by important landmarks like schools, ponds, health/nutrition centres, public tube-wells, water canals, agricultural fields, forests etc;
- Once the forest dependent community agrees on the accuracy of the map, then drawing of the houses in the village will start. In order to draw the houses of the village agreed with the village community, different symbols or colours are used to demarcate different types of houses like bamboo, tin, semi-pucca and brick walls with tin-roofed concrete houses etc; and
- One of the CIP team members will ask randomly the villagers to locate their houses in the map. All the community members must be asked to verify the map and pinpoint the mistakes. The CIP team will also ask the community showing some of the houses and name whose house is that.

Once the community agrees that all the houses have been drawn, give numbers to the houses. While giving numbers, the following rules have to be followed.



- The houses are serially numbered irrespective of the type of house. If one family has more than one house, either in the same habitation or in another habitation, the same serial number is given to all of them;
 - When a house is occupied by a tenant, the villagers have to decide whether the tenant is a permanent resident of the village or a temporary renter of it. If the tenant is a permanent resident of the village, then a separate number has to be given to it;
 - If a person or family lives in a common place like mosque, mandir (temple) etc, and if the person is a permanent resident of the village and not a temporary visitor or a migrant, a separate number is given;
 - Some category of ethnic community who are permanent residents of the village but who migrate to other villages during some parts of the year also need to be identified and given numbers;
 - The very aged persons even though they have separate kitchens but supported by their children living nearby need not to be given a separate number. However, the destitute old persons living separately without support from anyone also need to be given separate numbers;
 - In case of a dispute or confusion, the organizing team with the help of some more community volunteers will visit their houses and report back their findings immediately. The community will decide based on their recommendations whether to give a separate number or not; and
 - After serially numbering all the houses, if some are seen left out, those will also be drawn and the number of the houses to be marked with an alphabet a, b, or c to the serial numbers of the immediate nearby houses.
- Once all the houses are numbered and all the community members present agree with the map, the facilitation team will fill the information card with the house number and name of the head of the family. These cards are placed on the diagram of each house.
 - A copy of the map on the floor will then be drawn on a big thick chart paper. This is displayed nearby and the community will be asked to point out any deviation from the map drawn on the floor.
 - Then the CIP team will fill in the details of the information card by asking the community members present.



- The documentation team will prepare the total list of the houses in the village as identified during the Social Mapping in a temporary register.

The format for the register is as follows:

Sl. No	House Number	Name of the Family Head	Type of House	Remarks

The participants for the step are representatives from all the households for which the social mapping is done.

The facilitators for the step are the trained CIP team members. The FD staffs and community professionals from other villages observe and provide guidance.

The key results achieved at the end of the social mapping

- A social map reflecting the village situation and showing all the houses in the village with the serial numbers and the types of houses marked;
- A set of information cards complete with basic details of all the households in the habitation; and
- All the households, including forest dependent most vulnerable, the disabled, ethnic and disaster vulnerable households are identified. With the data collected during the social mapping, vulnerable families are identified alongside making it clear their wealth ranking. The key result from the step is the list of forest dependent households in the village.

Step-6 : Wealth Ranking

The wealth and vulnerability ranking is another crucial step to be done immediately following the social mapping. The wealth and vulnerability ranking are about identifying households whose houses have been marked and numbered in the social map and who suffer from lack of income and resources.





Figure 19: Sharing meeting with forest dependent community members wealth ranking exercise

The purpose of wealth ranking

To decide the specific criteria for identifying and classifying the forest dependent families in the village into extreme poor, poor, middle class and rich ones. Classify the families in to extreme poor, poor, middle class and rich by the CIP team in consultation with community members.

The key activities to be carried out for wealth and vulnerability ranking

- The CIP team meets together and refreshes their learning on wealth ranking what they obtained during CIP training;
- The CIP team members then discuss together and agree on different criteria for identifying the extreme poor, poor, middle class and rich people. While deciding the criteria, the following points shall be taken into account:
 - The criteria shall be specific and verifiable during visiting field houses;
 - The criteria shall be applicable to the village situation;
 - When applied, the criteria shall clearly indicate that a family is extreme poor, poor or otherwise;
 - The criteria shall be acceptable to the community; and
 - The criteria shall not create any controversy or dispute in the village.

The criteria finally agreed are clearly written on separate flipcharts for extreme poor, poor, middle class and rich people. For each category, a separate coloured flipcharts can be used. A set of criteria developed by one CIP team for use in their village is given in Table- 2 below.

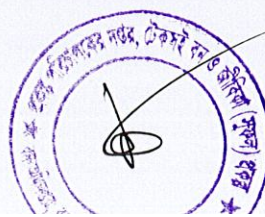


Table 2: Example of Criteria for Wealth Ranking in a Village

CATAGORY	CRITERIA
Extreme Poor	- Houses are small - Collect forest products (fuel wood, bamboo, medicinal plant, wood, NTFPs, etc) - Cannot get proper medical treatment because of poverty - Get job for six months and remain jobless for the other six months - Some live on other's land while some may have small pieces of land - Female headed households with some of the above issues - Any other issues related to forest resource collection activities which create financial vulnerability
Poor	- Manage livelihood through different forest resource collection - Have 10-50 decimals of land, including the living place - Collect few forest products (fuel wood, bamboo, medicinal plant, wood, NTFPs, etc.) - Have one cow or two goats - Do small business with own fund or borrowing loans from NGOs - Get job for 9-10 months but remain jobless for the rest 2 - 3 months - Live in a medium tin/thatched house - Any other issues related to forest resource activities which create financial vulnerability
Middle class	- Have more than 50 decimals but less than 100 decimals of land - Have at least 3-4 cows - Able to send children to school - Have tin-shed/brick-made houses - Do not face starvation - Able to meet family expenditure with own income - Have a TV set at home - Engaged in services/business
Rich	- Have more than 100 decimals of land - Engaged in government/non-government job - Able to manage quality education for children - Some may have brick-made houses - Own water pump and tractor or other vehicle - Have a big business - Employ 10-12 day-labourers in their own lands

- After finalization of the criteria, three separate small group discussions with forest dependent community members at three different locations on social mapping will be conducted.



- Small Group Discussion - 1 (SGD - 1): The first SGD will be organized at one extreme part of the village, 9 to 12 representatives will participate in the small group discussion. Then the following activities will be carried out:
 - The CIP team members will explain to the group members about the overall CIP process, the importance of Wealth Ranking and explain the criteria for identifying the forest dependent extreme poor, poor, middle class and rich people. The criteria written on flipcharts and copies of the social map are also displayed;
 - The CIP team members will take out the information cards one by one and ask the group members whether the family referred in the card belongs to extreme poor, poor, middle-class or rich categories as per the criteria. Based on a consensus of group members, the information cards are segregated and categorized into extreme poor, poor, middle-class and rich categories. Each category of the cards is placed in front of the group separately;
 - The group will discuss the economic condition of the house, locate it in the social map and then reach a decision on which category the family belongs to;

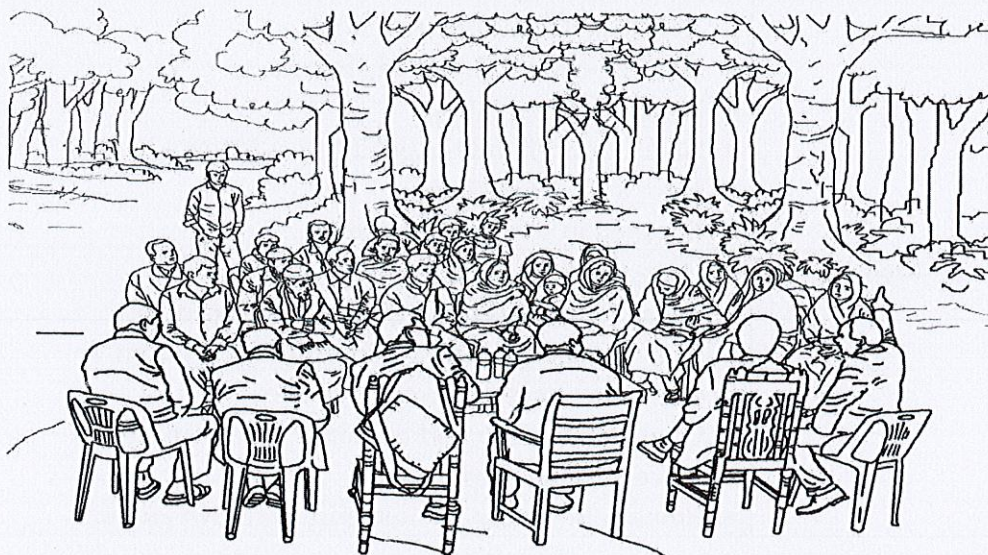
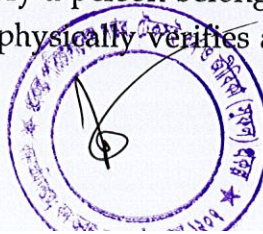


Figure 20: Conducting small group discussions with forest dependent community people

- When there is a dispute as to which category a person belongs to, a sub-group of the CIP team goes to the house, physically verifies and reports



back their findings. Based on this, the card is placed in the category to which it belongs;

- Each category of the information cards is separately packed and the list of each category is prepared on a blank sheet.
- Small Group Discussion - 2 (SGD - 2): The CIP team then will move to another extreme part of the FCV and will invite another group of 9 to 12 representatives to participate in the second small group discussion and will repeat the exercise done in SGD - 1. The following points will be taken care of while conducting SGD - 2:
 - As much as possible, the participant of the SGD - 2 will be new members who did not participate in SGD - 1. Even though, if some of the members present in SGD - 1 may be present in SGD - 2, they should participate only as observers;
 - Those families identified by the both SGDs as the same category, will be ticked in the list; and
 - While reading out an information card, if the group 2 will identify it as a category other than the one by group 1, those cards will be separately maintained. The names of those families will be marked in the list mentioning the category as newly identified by the group 2 with a remark to that effect.
- Small Group Discussion - 3 (SGD - 3): The third small group discussion will be organized at middle part of the FCV with another 9 to 12 new representatives and the following activities will be carried out:
 - Only those cards for which there would be a difference in the categorization between SGD - 1 and SGD - 2 alone will need to be asked in the SGD - 3;
 - The CIP team will repeat the exercise with those information cards on which there would be a difference in categorization between SGD - 1 and SGD - 2; and
 - The CIP team will take that categorization given by at least two SGDs as the same.

The final list of the forest dependent extreme poor, poor, middle-class and rich households will be prepared, and the information cards will be packed separately for each category.

The facilitators for the wealth ranking are the CIP team supported by FD, NGO staff and CP.



The key results achieved at the end of wealth ranking are: A well-validated and triangulated list of extreme poor, poor, middle-class and rich families in the village verified by smaller groups and all disputes settled unanimously through physical verification.



Figure 21: Physical verification by CIP Team

Documentation:

- ♦ During documentation of the data, habitation-wise CIP list is prepared and combined to form one CIP list for the village.
- ♦ This list is called draft CIP list (**Annexure-4**). The format for the draft CIP list is as follows:
- ♦ Separate folios are used to enter each category from the wealth ranking like extreme poor, poor, middle class and rich.
- ♦ The documentation is done by the CIP team with assistance from CPs.

The main results of documentation are-

- The social map;
- The CIP list consisting of extreme poor, poor, middle class and rich; and
- The CIP register.



Step-7: Display the participant list of poor forest dependent household

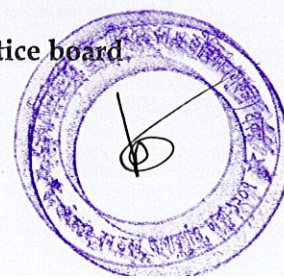
Once the draft CIP list is prepared, has to be prominently displayed in the village so that every one of the villages gets a chance to see whether his/her name is there in the list and in the correct category.

The key activities for displaying the draft CIP list

- The draft list is prepared with the heading, "The following is the tentative list of extreme poor, poor, middle class and rich of the village prepared through the CIP process. If anybody has any complaint for correction, proposal or suggestion, they may contact the CIP team members whose names are given in the list below, before ----- [date]. This list will be approved in the village meeting of FVC scheduled for ----- [date]. All the community members of the village are invited to attend the village meeting. The names and mobile numbers of CPs and other officers concerned are also prominently written in the list.
- Display boards are erected in common places and the list is pasted to that. The list is also displayed in other public places like nutrition/health centre, mosque, mandir (temple) and other prominent places etc. The list is displayed for at least one week. The information that the draft CIP list is displayed needs to be disseminated among all the households by the CIP team.



Figure 22: Displaying List of forest dependent household in notice board



Step- 8: Resolve Complaints

All the complaints and suggestions by the village community are recorded in the register. Community can use the following format to record the complaints:

Format for Recording the Complaints on CIP List

Sl. No	Name of the Complainant	Reference to Sl. No. House No. in the CIP List	Description of Complaint	Suggested Solution	Signature of CIP Team Member

- After displaying the draft CIP list, the CIP team will meet, discuss all the complaints, make field visits to verify the facts given in the complaints and interact with the complainant and other neighbouring villagers. CIP team will sit together with all collected information and work out a solution to resolve the complaint and write it in the register.
- The facts collected, explanation and suggestions/solution to the complaint are then raised at the village meeting of FCV/VCF.
- A village meeting with the participation of majority representatives of the enlisted HHs through CIP exercise will be held at a prefixed date, time and venue to address the dispute and finalize the draft CIP list which will be formally approved by the FVC/VCF later on.

The key activities to be carried out:

- Through a consensus, the CIP team will decide and confirm the date for the meeting as mentioned in the display board;
- When all the community members will arrive at the venue, one of them will be selected to preside over the meeting;
- One of the CIP team members will summarize all the steps worked out for the CIP exercise. Then the complaints will be taken one by one and the solutions will be described;
- The chairperson will then request the members to approve the draft CIP list;
- The Forest Conservation Village (FCV)/Village Conservation Forum (VCF) will decide to preserve the social map, information cards, the registers and other records which shall be handed over to the Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC);



- The names of all the participants in the meeting will be written in a register and be signed (Appendix 2.1);
- The chairperson will invite one community members to thank the CIP team for the work they have done for the village; and
- The chairperson will end up the meeting with his concluding remarks.



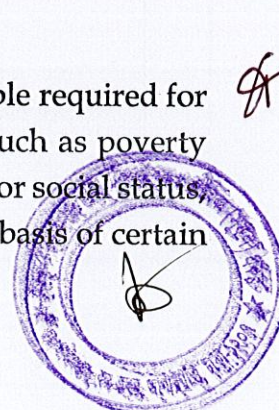
Figure 23: CIP team visiting the village and exchange views with forest dependent community

Step-9: Approval of SUFAL Project beneficiary household list in FCV/VCF

This is the most important step in community identification of forest dependent households in a village. The draft list of the CIP must be approved by the forest dependent community on completion of all the steps and the prepared list needs to be approved by the FCV/FCV later on and it will then become the official project beneficiary list.

Step- 10 : Finalization of Project Beneficiaries List

The list of the selected beneficiaries will include such number of people required for the SUFAL Project in that locality. All eligibility/selection criteria, such as poverty and well-being level, marginalization either by gender or by ethnicity or social status, dependency on forest resources will be quantified and scored on the basis of certain



criteria (Table- 3). However, in between 60 - 70 households who will score highest in the weighing system and affirmed by village meeting of FCV/VCF will be selected as SUFAL project beneficiary entitled for AIGAs fund.

Facilitator: Identification of beneficiaries will be facilitated by NGO using PRA methods applicable to each situation and locality under close supervision of the concerned CMO and Range/Beat Officer.

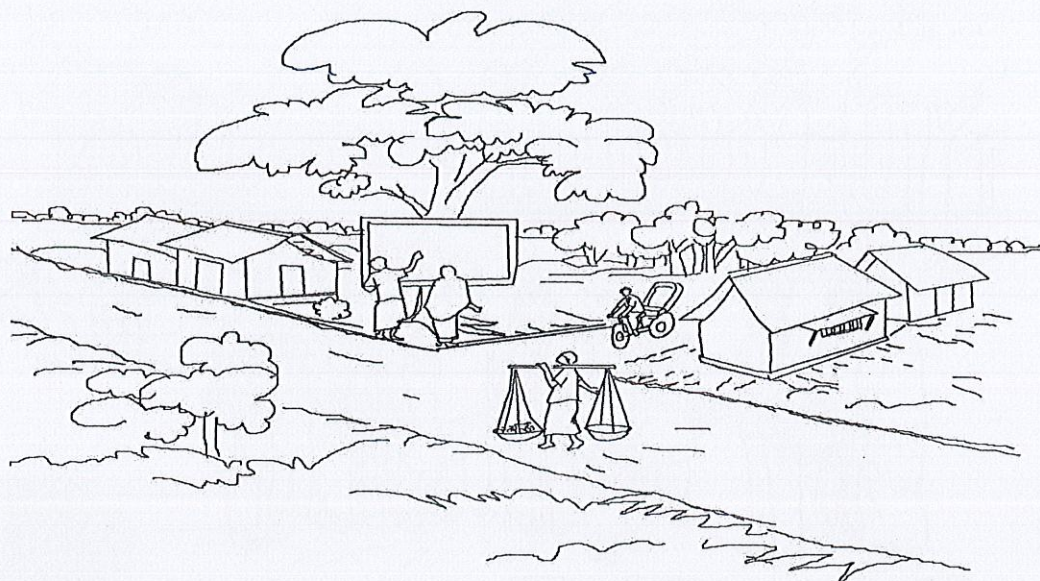
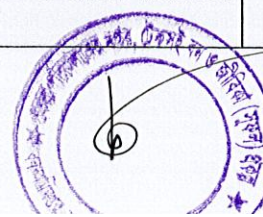


Figure 24: Information display at notice board near junction of roads

Table 3: Criteria for beneficiary household selection for the SUFAL project.

Sl. No	Criteria	Definition	Score
1	Forest dependency (% of household income from forest)	More than 50%	2
		More than 70%	4
		70-100%	6
		Less than 50%	0
2	Household income per person (using monthly household expenditures as a proxy)	More than 4,000 taka and less than 5,500 taka	1
		Tk. 3000-4000	2
		Less than 3000 taka	3
		More than 5,500 taka	0
3	Demographic/social	Small ethnic community household	4
		Women headed household	4
		Disabled/vulnerable women headed household	4

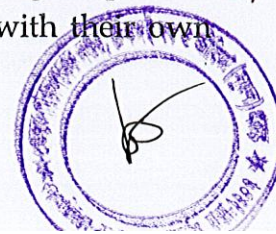


Sl. No	Criteria	Definition	Score
		Adolescent girls	4
		Neither of above	0
4	Homestead land	Owned	1
		Belongs to relatives	2
		Leased land	3
		Have other land as well	0
5	Housing Type	Permanent (wood, pucca)	1
		Semi temporary (made of bamboo or wood with tin roof and semi-pucca floor)	2
		Temporary (made of mud, bamboo or palm leaf with kacha floor)	3
		Wood, brick house	0
6	Access to drinking water	From tube well	1
		From pond	2
		From other unstable sources	3
		Have own water supply	0
7	Sanitary facilities	Permanent latrine	1
		Temporary latrine	2
		No latrine	3
		Have full scale toilet	0
8	Household assets (the value of a set of the most important assets, including land, livestock, productive assets, appliances, and non-productive assets)	More than 2 million taka	1
		1-2 million taka	2
		Less than 1 million taka	3
		More than 3 million taka	0
9	Village distance from Plantation Site (1 km. radius)	More than 1km.	0
		Within 500 m.	2
		Within 300 m.	4
		Within 100 m.	6
	Total Score	(Sum of all scores)	

Ref: Modified and adopted from CRPARP Project

Step- 11: Endorsement of the Project Beneficiary List by BFD

After approval of the Project Beneficiary List by FCV/VCF, it will be submitted to concerned Beat Office and the Beat Officer will send it to Divisional Forest Officer through Range Officer with his comments and recommendations. During the process necessary query may be done by Beat Officer/Range Officer/ACF with their own



initiative or on the basis of complains (if any) and after commencing the inquiry they will send the list to the Divisional Forest Officer with their observations/recommendations. On the basis of the observation of the Beat Officer/Range Officer/ACF, the Divisional Forest Officer may order the concerned FCV/VCF to rectify the list. In this case DFO's decision will be the final. After resolving all complains (if any) or rectification of the list as per direction of the DFO, the final list of project beneficiaries will be endorsed.

4.6. Budget for CIP

Community will have to spend some money while conducting the CIP steps. It is, therefore, important to do it in a very cost- effective manner. They will use whatever materials and resources available within their village to reduce the cost. NGO will provide the essential materials and other resources.

The materials and resources required for the CIP are:

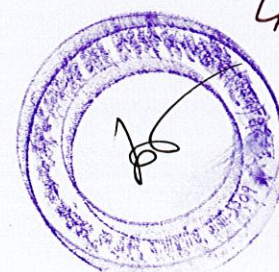
- Banners, posters, billboards on project and CIP;
- Plain paper, writing pad, pen, flipcharts, printed information cards, register;
- Chalk of different colours, colour powder;
- Pebbles, seeds, flowers;
- Transect walk, wealth ranking, data documentation, field verification of complaints;
- Public address system, lighting arrangement for social mapping; and
- Taking photographs of all the steps.



Annexure-3

Format for Household Information Card

Name of Forest Division		Name of Upazila		Name of Union		Name of Village/ mouza/para	
Para (Locality) name:		House No:		Types of House:			
Name of family head							
Name of father/husband/wife							
Present Occupation of family head							
Number and occupation of other earning members							
Number of male members above 18							
Number of female members above 18							
Number of unemployed youths in the family				Male:		Female:	
Number of children							
Number of school-going children							
Nature of assets owned							
Land ownership		Livestock		Vehicles		Other Assets	
Type	Extent	Type	Extent	Type	Extent	Type	Extent
Name of disabled person		Age	Male/Female	Relationship		Type of Disability	
Name of vulnerable person		Age	Male/Female	Relationship		Type of Vulnerability	
Name of small ethnic community							
Forest resources dependency & what kind of resources usually collect		High: Medium: Low:					
Nature of disaster vulnerability				Extend of Risk Status			
				High		Medium	
						Low	



Annexure -4

Listing the CIPs Format for the Draft CIP List

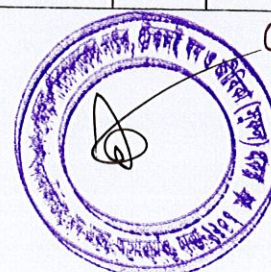
Sl. No	House Number (as given in Social Map)	Name of Head of the Household	Name of Father/Husband/ Wife	Type of House	Category [Extreme Poor/Poor/Middle/Rich (as finalized from the Wealth Ranking)]

This list is put into a register along with the following details from the information card.

Format for Permanent Register

Sl. No	House No.	Name of Head of Household	No. of Adult Members (above 18 years old)		No. of Children	Total Family Members	Type of House	Type of Permanent Asset Ownership	
			Male	Female				Type and quantity of land	Other assets
1	2	3	4	5	6	7	8	9	10

Asset Holding		Occupation (wood/fuel wood collector)	Number of Earning Members	Disability/Vulnerability			Disaster Vulnerability (Risk Status)	Loans Taken	Remarks
Number of Cattle	Vehicle			Name	Age	Type			
11	12	13	14	15	16	17	18	19	20



Chapter- 5

COMMUNITY FUND

[Community Development Fund (CDF) &
Livelihood Development Fund (LDF)]

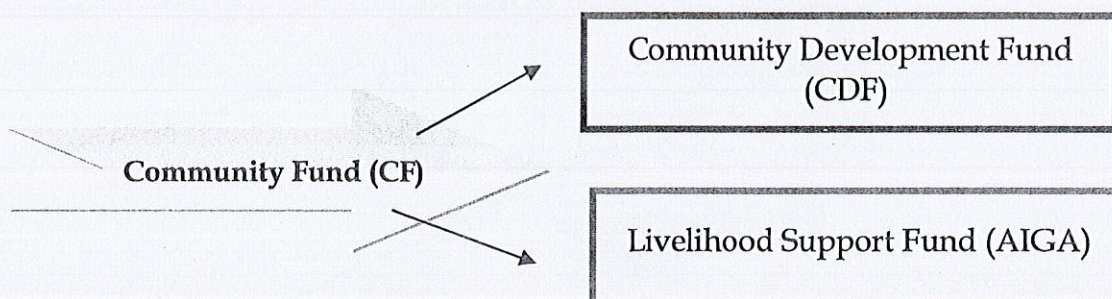




5.1. Guidelines for the use of Community Fund

This chapter elaborates eligible activities, the key rules and implementation steps to be followed for utilization of Community Fund. Unlike many other projects, the PMU of Sustainable Forests and Livelihood (SUFAL) Project will transfer funds to the community accounts (CFMC/VCF-EC) through respective cost centre/DFO office. The fund allocated for the well-being of the community is called Community Fund (CF). To be entitled to get this fund, community have to carry out some of the activities.

Community Fund (CF) is mainly categorized into two main sub-funds, which are shown below:



5.2. Categories of Community Fund (CF)

Forest dependent community knows that the villagers will receive funds for the community development, livelihood development activities and supporting collaborative forest management and conservation activities. This will be based on needs, priorities and for the development of the community institutions and supporting poor forest dependent households, indigenous and ethnic community and their socio-economic well-being.

5.2.1. Community Development Fund (CDF)

Purpose

Forest dependent village community needs to develop infrastructures to improve their living condition, connectivity and ensure the basic services for the community people. This fund is to be used for the construction of physical infrastructures which will improve the quality of life and facilitate smooth communication and marketing of the products to nearby market and growth centres.

Eligible Activities:

- Water supply, treatment plant and sanitation system
- Retaining wall
- Road, culvert etc.



- Electricity or biogas installation for community
- School repairing/renovation
- Tube well for community



Figure 25: Community development work in the village

Key Rules

- Identification and prioritization of sub-projects to be done for funding under Community Development Fund.
- Forest dependent community plan and implement the infrastructure for the common benefit of large number of the community, especially for the extreme poor and poor in the village.
- The operation and maintenance of sub-projects will be the responsibility of the Finance & Accounts Committee (FAC), and the FAC will execute these activities through forming an Operation and Maintenance Committee (OMC) assigned for this job.
- Each sub-project will be appraised and funded individually.
- All estimates should be as per local market rates, and
- Social Audit Committee (SAC) will oversee and certify all the activities for accountability and transparency of the work.



Steps for Preparation, Processing, Appraisal and Implementation of Sub-project Proposal:

Step-1: Participatory vulnerability analysis for identifying infrastructure and other sub-projects by CFMC/VCF-EC.

Purpose

By the participatory vulnerability analysis, community will be able to know about the vulnerable areas of the village which suffer from disasters, shocks and hamper physical movement of the community.

Vulnerability Analysis

Community can conduct the vulnerability analysis using the following table:

Table 4: Matrix for Vulnerability analysis

Vulnerability	Severity	No of target people	Need for Infrastructure/repair of community place etc.	Availability of Fund

Results

Community is concerned about vulnerabilities and will be able to identify infrastructure sub-projects for improving the lives and livelihoods by reducing the vulnerabilities and increasing resilience.

Step-2: Prioritization of Sub-projects

Purpose

As per the need and the benefit for the poor forest dependent households and extreme poor, community prioritize and identify sub-projects for implementation within the budget of CDF.

Activities

For prioritization, community shall consider the following:

- Will measure severity of the proposed sub project/infrastructures;
- Number of households to be benefited for this intervention/activity;
- FAC should prepare a budget for the sub project;
- A plan for tentative utilization of local resources.



Results

The prioritized sub-projects are identified for improving the lives and livelihoods by reducing vulnerabilities and risk minimization.

Step-3: Approval of prioritized sub-projects by Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC)

Purpose

Community will get approval of the proposed budget for sub-projects from CFMC/VCF-EC. Community can also search for other organizations which help them by funding for implementation of the infrastructures.

Activities

Community will prepare a rough estimate for each scheme of sub-projects for different vulnerable areas in the village. Then prioritize the list of schemes for sub-projects in a table given as below:

Table 5: Prioritization list of schemes for sub-projects

Vulnerability	Priority	Name of Scheme of sub-project	Rough estimate	Allocation of CDF

Result

CFMC/VCF-EC will approve budget and prioritization list of schemes for sub-project.

Step-4: Formation of Sub-project Committee (SPC) & Preparation of Sub-project Proposal

Purposes

For preparing and implementing a sub-project proposal as per approved plan and guidelines of CFMC/VCF-EC, a SPC will be required. Awareness of the community at the sub-project preparation stage about estimates, rates of items and materials and, environmental issues are necessary.

Activities

- Formation of Sub-project Committee (SPC), and
- Preparation of sub-project proposal.



Formation of Sub-Project Committee (SPC)

CFMC/VCF-EC will form a 2-3 member Sub-Project Committee (SPC) for preparation of Sub-Project Proposal and execution and supervision of sub-project activities.

The SPC will consist of

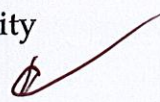
- 2 - 3 members as per requirement of sub-project implementation and supervision.
- The committee will have a convener and other members.

Responsibilities of SPC

- To identify sub-projects based on local needs and priorities;
- Gather information about sub-project, local market rates for labour, materials and other costs prepare a detailed proposal with the help of FAC and as per instruction and guidelines of CFMC/VCF-EC;
- Ensure cost-effectiveness;
- Implement and supervise works on site.

Preparation of Sub-project Proposal

- After having the approval of prioritization list of schemes for a sub-project proposal from CFMC/VCF-EC, engage engineer concerned to visit the location, assess/analyse the suitability of the site and make design recommendations.
- If the site warrants soil testing, the engineer will properly advise.
- Finance & Accounts Committee (FAC) with the help of SPC will prepare a detailed sub-project proposal by taking technical support from technical teams (engaging a technical team) for funding under Community Development Fund (CDF) as per COM guidelines. It will be prepared in a participatory process through discussions in a meeting with other committee members so that everybody could know how they are proceeding for the fund. Special assistance and advice will be provided by the CFMC/VCF-EC to carry out damage assessments and recovery.
- Community Professional (CP) and CFMC/VCF-EC will help to prepare the application and proposal.
- CFMC/VCF-EC will allocate the total budget for different activities to be undertaken by them through discussion in a meeting according to the priority of the village.



Key Features of a Sub-project Proposal

- i. Name of the Sub-project :- Every sub-project should have a unique name mentioning the location for easy identification.
- ii. Objectives of the sub-project :- Describe the main solutions community are trying to bring in and the anticipated outputs with quantitative details on the number of people to be covered, extent of benefits, time period etc.
- iii. Estimated cost :- Mention the detailed costing for material, labour, transportation, administration including capital cost as well as the management and maintenance costs (Appendix- 6.5).
- iv. Work plan :- Attach a work plan containing labour mobilization, material mobilization, and procurement plan.

(a) Labour Mobilization plan

Prepare a Labour Mobilization Plan using the following format:

Types of sub-project activity	Types of Labourer		Total No of Labourer	Timeline
	Skilled	Ordinary		
Only improvement of earthen road				
Improvement of earthen road with culvert				
Water security sub-project with different options				
Culvert				
Others				

(b) Material Mobilization Plan

Prepare a material mobilization plan in the format below:

Type of SP/activity	Type of Materials	Quantity	Timeline
Only improvement of earthen road			
Improvement of earthen road with culvert			
Water security sub-project with different options			
Others			

(c) Procurement plan

Prepare a material mobilization plan in the format below:

Sl. No	Item	Unit Price	Timeline	Procurement Method	Remarks



Step- 5: Compliance of Safeguard Policies

- (a) **Environmental and Social Safeguard:** All the sub-projects will be implemented taking the environment into proper consideration, while social safeguards policies will be ensured through environmental and social screening process.
- (b) **Environmental Screening:** Environmental screening is a process consisting of an examination of possible environmental impacts and proper mitigation arrangement for the possible sub-projects/schemes that will be applicable in terms of funding eligibility.
- (c) **Social Screening:** Social screening is a process of examination that measures the social, cultural, ethical and religious values, resettlement and loan acquisition issues, indigenous people and their traditional cultural issues. The social screening of the schemes/sub-project will be done along with the environmental assessment.

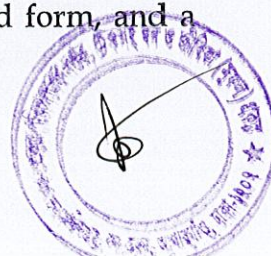
Purpose

- (i) To make sure that the infrastructure development sub-projects to be undertaken under CDF are environmentally and socially sound and sustainable;
- (ii) To make sure that the projects/sub-project investments are commonly benefiting the community people living in the village;
- (iii) To find out the environmentally negative impacts due to the implementation of sub-projects and mitigate those through implementation of Environmental Management Plan (EMP);
- (iv) Have a provision for operational and maintenance regularly and adequately.

General Rules

Community with the help of NGO/BFD will conduct Environmental Screening (ES) of all proposed sub-projects though it is not expected to lead any negative environmental impacts and would abide by the following rules during the planning and implementation of the sub-projects:

- CFMC/VCF-EC would assign the Sub-project Committee (SPC) for ES and monitoring as per the screening forms and monitoring guidelines (**Annexure-5**);
- SPC will share their findings and issues in regular meetings of CFMC/CMEC;
- The CFMC/VCF-EC will be responsible for managing the social conflict and other risks and compliances;
- All types of sub-projects will be screened through a prescribed form, and a report will be attached with the proposal;



- No project activities will be carried out on disputed lands or land restricted for development or Environmentally Sensitive Areas (ESA);
- Community will always avoid implementing sub-projects, where land acquisition and involuntary resettlement arrangement will be required.

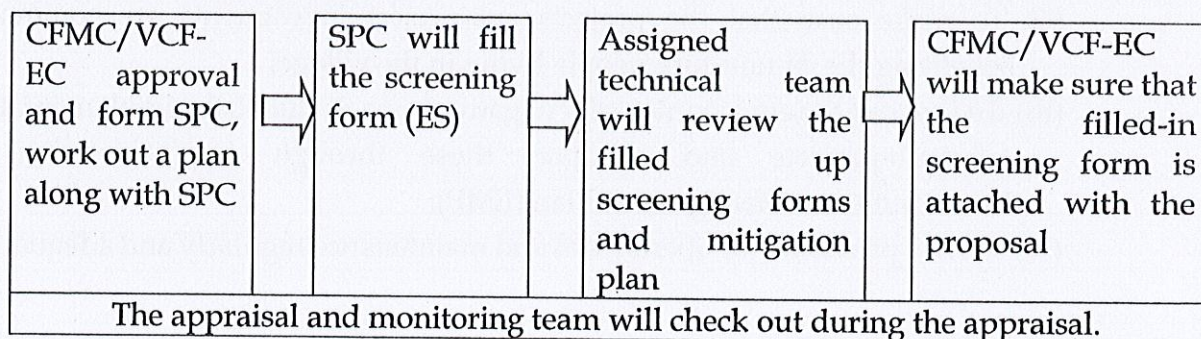
Process of Environmental and Social Screening

Environmental and social screening consists of a few possible steps. The steps are shown by flowchart with categories of the sub-projects in the following section.

Action required for environmental assessment before implementation:

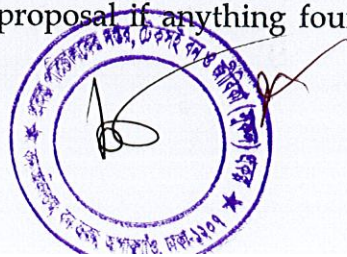
- The SPC will fill in the screening form (ES) in consultation with CFMC/VCF-EC members.
- Community Professional (CP)/Technical team will review the filled-up screening forms and mitigation plan (where applicable); CFMC/VCF-EC will approve the same for field implementation.
- The CFMC/VCF-EC will make sure that the filled-up screening form is attached with the proposal.
- The appraisal and monitoring team will check out during the appraisal.

The Steps are shown by flowchart:



Step- 6 : Pre-verification and Approval of Sub-project Proposals by CFMC/VCF-EC

- The CFMC/VCF-EC will receive the proposals prepared by FAC and acknowledge it by putting signature along with date on the copy of proposal.
- This will be treated as the first day of counting service standard.
- The SAC, as a CFMC/VCF-EC Team will verify the proposal whether it has been prepared according to COM guideline or not. If it is okay, CFMC/VCF-EC Team will send it to CFMC/VCF-EC with their recommendations within maximum three working days.
- The CFMC/VCF-EC Team will return the proposal to FAC within three working days with the advice of correcting the proposal if anything found inconsistent in the proposal while verifying it.



- After pre-verification and recommendation CFMC/VCF-EC Team, the Sub-project Proposal will be placed in the CFMC/VCF-EC meeting for approval. CFMC/VCF-EC members will discuss all aspects and activities of the proposal along with estimated cost and if found it acceptable then approve it and send it to local DFO office with recommendation (**Annexure- 6**). The VCF-EC will send the proposal through CMEC.
- CFMC/CMEC will have an acknowledgement receipt on their copy of the proposal from the cost centres/DFO Office.
- The Financing Agreement will be prepared in two sets (**Annexure- 7**) - one is original (stamped copy) and another is duplicate one but signed in original and will be enclosed with the proposal.

Step- 7: Receiving Proposals by Cost Center/Divisional Forest Office and Verification

- The DFO office will register the proposal in a format with signature and date on the proposal received.
- The DFO office will verify 100% proposals on the desk and at least 90% proposals will be cross-checked randomly through by discussions with the community.
- If any inconsistency is found during the verification, the DFO office will return the proposal to the concerned CFMC/VCF-EC for necessary corrections as suggested. The Cost centres/DFO Office will get maximum ten working days to accomplish all these activities and send the correct proposals to the Fund Appraisal and Monitoring Team or send back the incorrect ones to the CFMC/VCF-EC.

Step- 8: Verification of Application by Fund Appraisal and Monitoring Team (FAMT)

- The Fund Appraisal and Monitoring Team (FAMT) will receive applications and proposals from the Cost centre/DFO Office.
- The FAMT will register all the proposals with date and serial numbers in a format.
- The FMAT will conduct the appraisal and submit appraisal report to Cost Center/DFO office as per procedures elaborated in detail in Chapter- 6.

Step- 9: Concluding Signing of Financing Agreement between BFD and CFMC

- Upon receipt of the appraisal reports, the DFO will assign ACF/Range Officer (RO) to scrutinize the papers submitted by the FAMT and after scrutiny if it is



found correct, DFO will send a sanction letter to the CFMC/CMEC mentioning the amount of fund to be released in favour of the concern CFMC/VCF-EC and inform all concerned including CFMC/VCF-EC/CMC and PD.

- After getting sanction letter, the Umbrella Financing Agreement (Addendum-I), which was earlier prepared, will be signed by the authorized representative of DFO office (Range Officer and above), as the First Party and the CFMC/VCF-EC, as the Second Party.
- DFO office will keep the stamped copy of the Financing Agreement in their custody and the duplicate copy but signed in original of the agreement will be sent back to the CFMC/CMEC office.

Step- 10: Fund Sanction and Release

- The DFO office will release the first instalment of CDF as soon as agreement between the DFO Office and CFMC/CMEC is signed.
- The funds will be directly transferred to the CFMC/VCF-EC bank account telegraphically or through Pay Order or Bank Draft.
- The transfer of fund to bank account will be done within 10 working days from the date of receipt of the report from the FMAT.

Step- 11: Implementation of Sub-project

- CFMC/VCF-EC will hold a meeting immediately after receiving fund and inform all of the community members about the amount and future course of action according to COM.
- FAC will implement the Sub-project activities on the site through SPC and will submit monthly accounts of expenditure to the Cost Center/DFO office.
- Necessary goods, works and services will be procured through PC, following the existing procurement rules, if required.

Step- 12: Receiving Applications Certified by Social Audit Committee (SAC) for Subsequent Instalments

- Concerned committee will submit a proposal seeking the release of the second instalment of the fund after utilizing 75% money of the first instalment which will be certified by the Social Audit Committee.
- This proposal will also be sent to the FAMT through the CFMC/CMEC as was done in the case of first instalment.



Step- 13: Verification of Milestones by Appraisal and Monitoring Team

- The FAMT will again come to the village to check the records and physically verify the progress and appraise whether they have achieved or not the set landmarks (Table- 9 & 10) for the subsequent instalments.

Step- 14: Releasing Subsequent Instalments

- If the FAMT is convinced that community have achieved the set landmarks for the release of subsequent instalment, then they will recommend to the Cost centres/DFO office for release of subsequent instalment.

Step- 15: Completion of Sub-project

- FAC will prepare an Implementation Completion Report (ICR) and take approval of CFMC/VCF-EC and display all the activities in display board.
- A copy of the approved Implementation Completion Report shall be sent to the Cost Center/DFO office and the Cost Center/DFO office may verify the authenticity of the ICR, if thinks necessary.



Figure 26: Community Development Work in progress

5.2.2 Livelihood Support Fund for AIGAs

Livelihood Support Fund (LSF) is a Revolving Fund for the community livelihood improvement and security. This category of LSF will be used for improving the income of extreme poor, poor forest dependent community and will be revolving for the continuity of the livelihood support programs for the well-being of the outmost forest dependent community members.



Purpose:

The purpose of this fund is to support the poor forest dependent community including those engaged in forest destruction and wood & fuel wood collection to shift their choice of profession and provide alternative livelihood options to improve their living standard through livelihood activities out of the forest.

Eligible Activities

Forests dependent community members have liberty to select livelihood options according to their skill, physical capacity and other facilities/resources available for running the activities. It may be off-forest or forestry oriented but shall be supportive to forest and biodiversity conservation and restoration.



Figure 27: Revolving loan fund (RLF) for AIGs.

Key Rules

- Livelihood Support Fund will be used for giving loans to Forest dependent community members (extreme poor, poor & ethnic minority who will be selected through CIP process as direct project beneficiary).
- CFMC/VCF-EC will decide allocation of livelihood fund for using as Revolving fund.
- The rules and guidelines for determining the amount of loan size, amount of service charge, repayment rate etc. will be prepared by Village Credit & Savings Committee (VCSC) and will be approved by the CFMC/VCF-EC and CMEC.
- VCSC, the specialized credit arm of CFMC/VCF-EC will be responsible for managing the Revolving Fund like collecting of loan application, disbursing loan, maintaining books and loan tracking.



- All the operational expenses shall be at the minimum required level and CFMC/VCF-EC will try to gradually generate own funds as it will need funds to continue even after the project period for sustainable functioning of village institutions in the long run.
- While granting loans, priority will be given to the most deserving members, households of the extreme poor, and then to the poor & ethnic forest dependent households who have almost no access to other sources.
- CFMC/CMEC will sign Financing Agreement with BFD (authorized representative of DFO), and the Revolving Fund will be released to CFMC/VCF-EC bank account directly from the Cost centers/DFO office. Social Audit Committee (SAC) will audit the activities of VCSC.

Preparation process of Livelihood Development Plan

(a) Participatory Livelihood Vulnerability Analysis

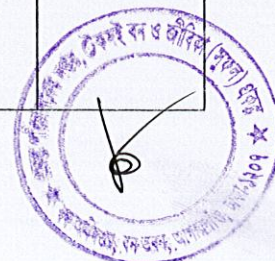
Purpose

By the participatory vulnerability analysis, community will be able to know about the vulnerability of the beneficiaries and will be able identify proper person for proper livelihood options on the basis of skills and other available facilities/resources they have. If necessary, trainings for skill development will be arranged.

Vulnerability Analysis

Community can conduct the vulnerability analysis using the following matrix:

Sl. No.	Key livelihood options	Number of involved beneficiaries	Prioritized vulnerabilities	Remarks
1.	Agriculture/nursery		Lack of technical knowledge, fertilizer and seed crisis, marketing	
2.	Cow fattening		Lack of technical knowledge, disease, feed/medicine/vaccine crisis, marketing	
3.	Fish culture		Lack of technical knowledge, flood, disease, feed crisis, marketing	
4.	Poultry		Lack of technical knowledge, disease, feed/medicine/vaccine crisis, marketing	



5.	Small business		Lack of technical knowledge, transport, marketing, communication	
6.	Transport		Lack of skill and technical knowledge, road, communication, road accident	

Results

Community will be concerned about vulnerabilities of the members and will be able to identify AIGA options for improving the lives and livelihoods by reducing the vulnerabilities and increasing resilience.

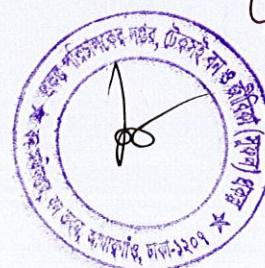


Figure 28: AIGA activities (Handicraft & Nursery) for forest dependent ethnic community

(b) Prioritization and Solution of Vulnerabilities

Purpose

Considering the information collected and mentioned in the above matrix, community will be able to find out the probable solutions to the vulnerabilities. Examples are given in the following table showing the possible solutions to vulnerabilities of two AIGAs.



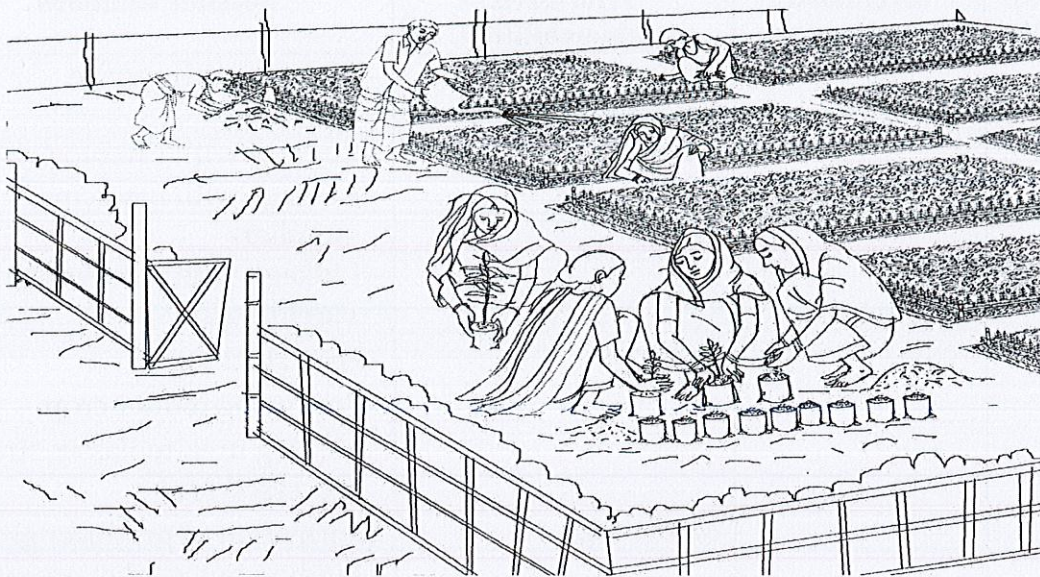


Figure 29: Nursery Establishment, a kind of forest based AIGA for Project beneficiary

Table 6: possible solutions to vulnerabilities of two AIGAs

Sl. No.	Livelihood options	Prioritized vulnerabilities	Possible solutions
1.	Vegetable cultivation	Lack of technical knowledge	- organizing skill development training - Linkage with service providers - Learning visit - Developing service providers
		Disease Medicine/insecticide/seed crisis	- Linkage with service providers - Linkage with DoAE - Linkage with medicine/feed suppliers - Producing seed crops - Formation of producer groups
		Marketing	- Finding out market operators - Linkage with market actors - Updating market information
2.	Cow fattening and rearing/Poultry	Lack of technical knowledge	- organizing skill development training - Linkage with service providers - Learning visit - Developing service providers

Sl. No.	Livelihood options	Prioritized vulnerabilities	Possible solutions
		Disease Medicine/vaccine crisis	- Linkage with service providers - Linkage with Livestock office - Linkage with medicine suppliers - Linkage with para-vets and vaccinators
		Feed crisis	-Feed stocking -Producing fodder crop -Making urea-molasses straw processed feed
		Marketing	-Formation of producer group - Finding out market operators - Linkage with market actors - Updating market information

Results

Community identified the probable solutions for reducing vulnerabilities and risk minimization.

(c) Prioritization of Main Livelihood Options

Determination of significant factors before prioritization of livelihood options is an important task to make them more viable and profitable. It can be done following the matrix below awarding 10 marks for each indicator and prioritizing the suitable IGAs.

Table 7: List of prioritization of main livelihood options

IGAs Considerable Factors	Beef fattening	Fish culture	Cow rearing	Poultry	Vegetable cultivation	Goat rearing	Small business
Member involvement	6	3	8	9	6	5	5
Input availability	8	5	8	8	6	6	8
Technical training opportunity	8	5	8	8	6	6	8
Technology opportunity	9	2	9	9	4	8	3
Linkage opportunity	7	4	9	9	5	6	5
Extension opportunity	8	2	8	9	6	5	2
Risk probability	5	2	5	4	6	4	2
Total marks	52(3rd)	23	56(2nd)	57(1st)	38	43(4th)	29

Prioritization list of IGAs:

- 1st position : Poultry
2nd position : Cow rearing
3rd position : Beef fattening
4th position : Goat rearing



Furthermore, the prioritization of IGAs will also depend on cost-benefit analysis and it will be considered with due importance. VCSC will take help of NGO for cost-benefit analysis of the prioritized IGAs for a particular locality.

(d) Preparation of Livelihood Development Plan

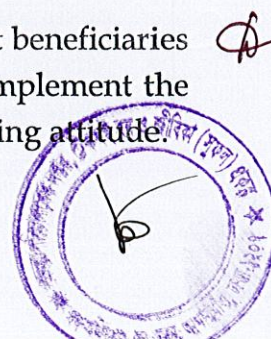
Proper planning is the first condition to success of any intervention. Before planning one should consider the strength and weakness, resources and opportunities, production cost and marketing scope. In case of livelihood development plan, it will be developed through discussions with the beneficiaries in a participatory way with the assistance of NGO. In the plan, member-wise selected IGA and amount of loan will be mentioned properly. A business plan (Annexure- format) for each and every member will be prepared before taking revolving fund loan which will internalize the beneficiaries how they can implement their IGAs and make profit. An example of a business plan of dairy producer is given below:

Sl. No.	Input/Materials/Others	Quantity	Price	Remarks
Fixed Cost				
01.	Cow purchase (3 years old)	01 No.	25,000.00	Calculation for one year
02.	Making cowshed	01 No.	3,000.00	
03.	Chari, floor making	01 No.	500.00	
04.	Mosary/others	01 No.	1,500.00	
Operation Cost				
01.	Rice bran	750 kg.	1,500.00	
02.	Pulse bran	50 kg.	1,200.00	
03.	Green grass	2000 kg.	2,000.00	
04.	Straw, molasses, urea etc.	1000 kg.	5,000.00	
05.	Vaccine/medicine	-	500.00	
06.	Labourers	-	3,000.00	
07.	Service charge to VCO	-	2,500.00	
Total cost			45,700.00	
Income				
01.	Milk price	900 liter	34,000.00	200 days
02.	Cow dung	-	3,000.00	
03.	Cow sale price	1 No.	22,500.00	
04.	Calf price	1 No.	14,000.00	
Total income		-	73,500.00	
Net profit		-	27,800.00	

Factors to be considered for Livelihood Support Plan

(i) Affordability

Everybody should think about affordable livelihood option. The project beneficiaries shall have to take under consideration whether they have ability to implement the IGA with the knowledge, skill, financial ability, physical scope and willing attitude.



(ii) Cost Reduction

Before starting the selected IGA, one should find out the way of cost reduction. It may be in different way like-

- Improving productivity
- Qualitative and collective input collection
- Use of local resources/materials
- Group marketing etc.

(iii) Value addition

During production stage and after harvesting product, some activities of value addition will be undertaken which will help improve quality of production, processing and marketing at a higher price. These will be-

- Cleaning
- Grading
- Drying
- Washing
- Packaging etc.

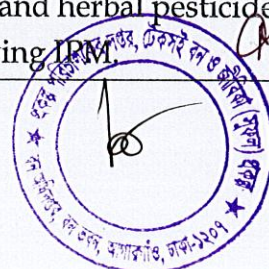
(iv) Business Expansion

To make the business sustainable, expansion of business will be required which will boost up production to supply the products as per market demand. It will also help to employ more peoples and make more profit.

(v) Environment Restoration

During planning an IGA one should consider the environmental issues and build awareness and take measures to minimize pollution.

Environment Issues	Measures
• Unhygienic accommodation of livestock (cattle, poultry etc.). • Misuse of bi-products like cow dung etc. • Wrong use of chemical fertilizers and pesticides in crop production. • Misuse of antibiotics in feeds that cause public health concern.	• Livestock rearing in clean, fresh and hygienic condition as far as possible. • Preparing organic manure, vermin compost, biogas as bi-product. • Reducing the use of chemical fertilizers and pesticides, and using organic manure and herbal pesticides as well as following IPM.



• Use of underground water in agricultural production. • Salinity in water.	• Restricting the use of antibiotics in feeds. • Maximising use of surface water in crop production. • Using saline tolerant crop variety and avoid intrusion of saline water into croplands.
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(vi) Value Chain

Value chain is the term used to describe the channels through which products move from the production to consumption. The main objective of value chain is to increase the product value for getting more profits.

The value chain describes the full range of activities which are required to bring a product (service or goods) from its conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers, and final disposal after use. Value addition could be ensured to products at the following stages:

- (i) Input Stage- Ensuring quality of inputs (seed, feed, medicine etc.) through developing linkage with different input suppliers.
- (ii) Production Stage- Using modern technologies and methods (feeding, housing, cleaning, nursing etc.) for improved quality and higher production.
- (iii) Marketing Stage- Ensuring group marketing at competitive higher prices through developing linkage with different market operators and also ensuring cleaning, grading and packaging.

(vii) Linkage Development

Rural people are generally deprived of all sorts of facilities like improved knowledge, technologies, market information, modern instruments, inputs and services etc. So, it is very important to link up the community people with public and private sectors for creating opportunities enabling them to avail themselves of all sorts of entitlement and rights. There are many service providers and market actors at upazila and district levels providing different services to the community for their livelihood development.

The market actors help raise the potentials of the poor and hardcore poor as market



partners, reduce market transaction costs and align their production decisions with business and market opportunities.

(viii) Innovative Livelihood Activities

At community level, peoples generally prefer traditional IGAs to avoid risk and vulnerability factors. For better benefits new and innovative livelihood options should be selected. To encourage community members to undertake new and innovative IGAs, exposure visits, discussions with potential producers may be arranged and linkage with other relevant institutions may be built for upgrading the IGAs. Need-based training programs may be organized to strengthen technical capacity of the community members. Among many potential IGA options rice cultivation, fish culture, integrated fish-duck-vegetable farming, ball method seedling production, floating vegetable production, apiculture, rabbit cultivation, vermin composting, mushroom cultivation, candle making, koel rearing, thonga making, and egg hatching etc. may be considered. New and innovative activities may be launched on pilot basis which may be expanded further based on the learning of the piloting.

Steps for preparation, processing, appraisal and implementation of Livelihood Support Loan Proposal

After preparing participatory livelihood plan, the step by step activities will be undertaken for smooth implementation of the plan. The steps are as follows:

Step- 1: Identification of Opportunities and Resources

The community members will have to find out opportunities and resources and utilize those accordingly. We can consider the following resources and opportunities for IGA development as example.

Table 8: Resources and opportunities for IGA development

Livelihood Assets/Resources	Livelihood Opportunities
1. Social resource: Selected beneficiaries, CFMC, CMC.	- Livelihood options like beef fattening, dairy, vegetable cultivation etc.



2. Natural resource: Land, soil, water, forests, and fisheries, etc.	- Service providing agencies for training and technical support.
3. Physical resource: Communication facilities including roads and water ways, telecommunication & IT facilities etc.	- Availability of financial assistance- LDF. - Availability of quality inputs- feed, vaccine, land, seed, fertilizer etc.
4. Financial resource: Savings, credit facilities and income from employment.	- Availability of value addition like processing, packaging, cleaning, storing etc.
5. Human resource: Education, skill, knowledge, efficiency, health and nutrition etc.	- Marketing of products at good price. - Security-insurance, write-off etc.

Step- 2: Identification of Training Need and Provide Training

Most of the community members do not have enough skill and knowledge to implement the IGA. So, it is very important to build the capacity of the community members in the IGA area. Selection of resource persons, venue, training module, materials and approach are very inter-related issues to make the training effective. Exposure visits are also very effective learning tools for the community.

Step- 3: Financial Support for Livelihood Development

Project beneficiaries include extreme poor, poor and ethnic community members who have not enough money to carry out IGAs and they need financial support. SUFAL project has provision for 'Livelihood Development Fund (LDF)' - a revolving fund that will be used for supporting IGAs. Sometimes this support may not be enough for up scaling IGAs and in that case community will utilize personal savings, internal lending or other sources of funding.

For getting financial support from LDF, the individual beneficiary or beneficiaries in group will prepare proposal as per livelihood plan with the help of VCSC as mentioned earlier. The detailed procedures for preparation of proposal, appraisal of the proposal and fund release are described in Chapter- 6.



Step- 4: IGAs Implementation

The community members are used to implement their IGAs in a traditional manner, resulting in low production and marginal profit. For fruitful up scaling of the livelihood and sustainability of the IGAs, modern and scientific methods will be practised. They will have to consider their IGAs as a business and will have to try to get more profits.

Step-5: Product Marketing

Most community members sell their products at the local market individually, a practice which has little scope for making enough profit. So, product marketing should be planned as per market demand and market price considering '4Ps' (price, place, promotion, and product). In order to strengthen the market, networking has to be established between market operators and producers. The following activities will be carried out for effecting marketing:

- Surveying the market price and selling goods at competitive market
- Collecting market information (input and output market)
- Formation of producer group/federation with producer group representatives
- Building linkage with different market operators
- Developing partnership with private companies and business operators
- Selling products collectively
- Organizing workshops, seminars with market operators
- Organizing/participating in trade fairs.



Standard Livelihood Development Process

Livelihood activities will be implemented through the following process:

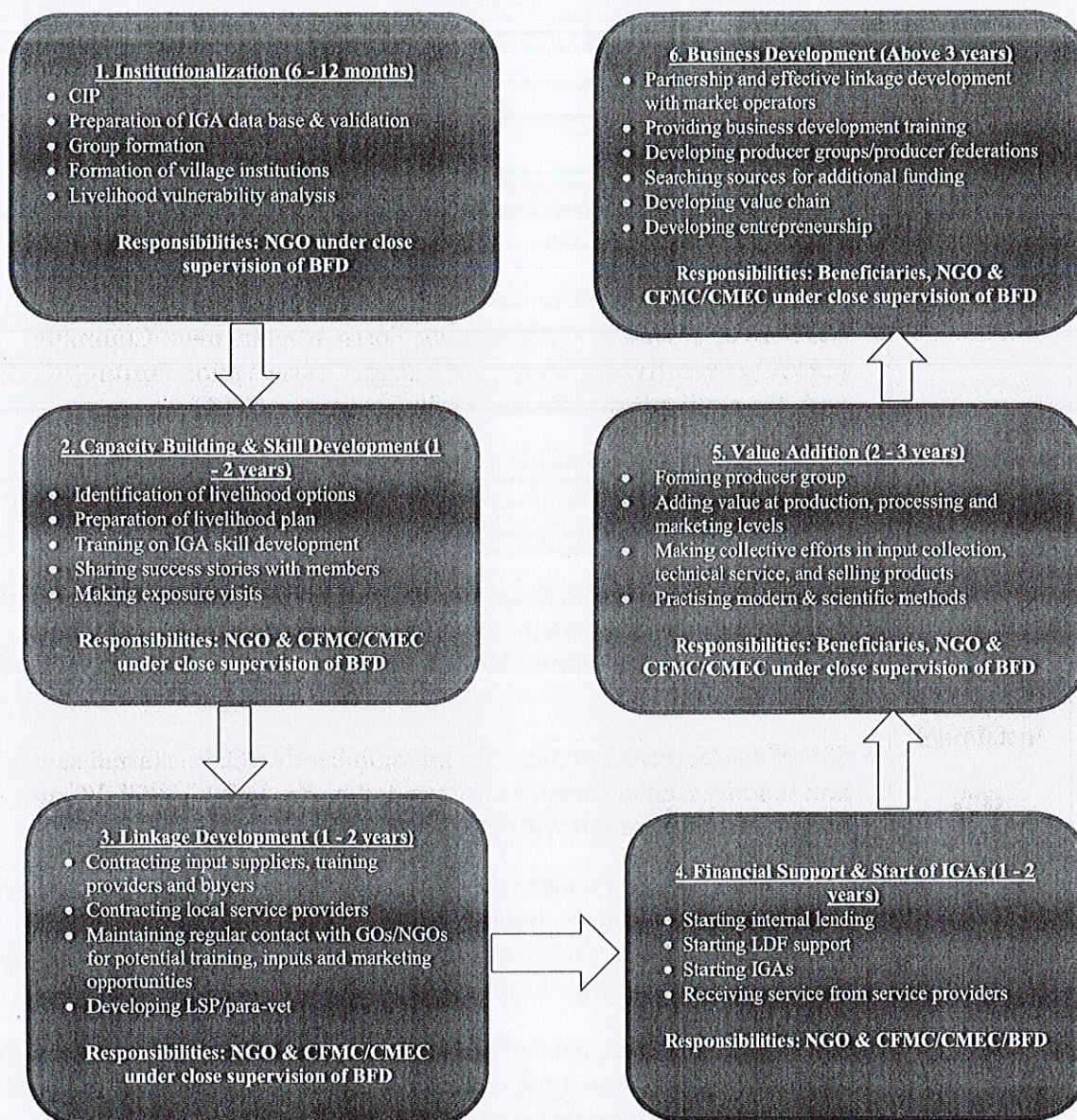


Figure 30: Schematic Diagram of Livelihood Development Process

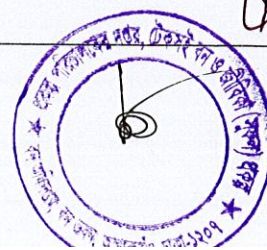


Landmarks for Community Development Fund (CDF)

The landmarks and amount of instalment for Community Development Fund are described in following table.

Table 9: Landmarks for release of Community Development Fund instalment.

Instalment Number and Percentage	Landmarks
First Instalment 60%	• Formation of village level institutions like FCV, CFMC, VCF, VCF-EC, FPCC/CPG, FAC, PC, SAC, VCSC, etc as per the provisions of COM. • The first instalment of Community Development Fund (CDF) proposal has been approved by Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) with the certification of Social Audit Committee (SAC). • At least 70% marks obtained in appraisal conducted by Collaborative Forest Management Committee (CFMC)/ Executive Committee of Village Conservation Forum (VCF-EC). • CFMCC/PF-EC concerned approved the signing of Umbrella Financing Agreement between Collaborative Forest Management Committee (CFMC)/ Executive Committee of Village Conservation Forum (VCF-EC) and BFD. • 60% of the targeted beneficiaries are mobilized to CFM, started savings and holding regular meetings as decided by the CFMC/VCF-EC and internal lending started with their own savings. • Orientation on COM booklets by NGO has been completed and a plan taken to impart training on financial management, procurement and social accountability, auditing and functioning properly with the regular meetings and recording of minutes. • To provide LDF loan, a list of beneficiaries for skill development training has been prepared and approved in the CFMC/VCF-EC meeting. And the meeting minutes have been prepared accordingly. • CDF plan has been approved by CFMC/VCF-EC. • Monthly progress reports updated, displayed and shared with CFMC/VCF-EC on a quarterly basis.
	• The application for the second instalment of CDF certified by the SAC has been approved by CFMC/VCF-EC. • 70% of the listed beneficiaries are mobilized into AIGA, while regular savings, meetings and internal lending are going on, and providing loans from the Revolving Fund started.



Instalment Number and Percentage	Landmarks
Second instalment 40%	• All the committees received training on COM, and are functioning properly with holding regular meetings and recording minutes. • At least 70% of the funds received as the first instalment have been utilized, books of accounts maintained till date and the fund utilization as certified by the SAC approved by CFMC/VCF-EC. All the listed project beneficiary of the CIP list in the village – destitute, ethnic, disabled and elderly people without income etc., have been prepared for AIGA support. • At least 30% of extreme poor, ethnic community and poor identified for skill development training received assistance from Revolving Fund, including those who received training through direct linkages; and have been linked to employment or self-employed. • Monthly progress reports updated, displayed and shared with CFMC/VCF-EC on a quarterly basis.



Landmarks for Livelihood Development Fund (LDF)

The landmarks and amount of instalment for Revolving Fund are described in the following table.

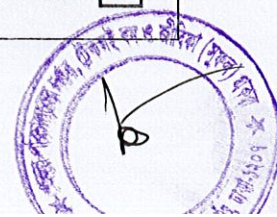
Table 10: Landmarks for release of Livelihood Development/Support Fund instalment.

Instalment Number and Percentage	Landmark
First Instalment 60%	• The first instalment of Livelihood Development Fund (LDF) proposal certified by Social Audit Committee (SAC) which has been approved by CFMC/VCF-EC. • At least 60% of beneficiaries are attending meeting regularly, mobilizing savings as decided by CFMC/VCF-EC and continuing internal lending from their own savings. • CFMC/FCV-EC, SAC, FPCC/CPG, VCSC, FAC, PC members have been trained on savings and credit activities. • Separate bank account for VCSC opened and operated jointly by Convener/Secretary and Cashier. • The rules and guidelines of LDF have been approved by CFMC/VCF-EC for distribution-- at least 70% marks have been obtained during fund proposal appraisal conducted by SAC. • CFMCC/PF-EC concerned approved the signing of Memorandum of Understanding between VCSC and CFMC/VCF-EC; and Umbrella Financing Agreement (Addendum-II) between CFMC/FCV-EC and BFD.
Second Instalment 40%	• At least 70% beneficiaries are attending meeting regularly and maintaining the records updated as per decision of CFMC/VCF-EC. VCSC is operating credit and savings activities as per the LDF policy and the list is approved by CFMC/VCF-EC. • CFMC/VCF-EC approved to transfer 100% of Revolving Fund to VCSC and mobilized extreme poor and poor households of forests dependent communities and they are benefited from Revolving Fund. • OTR should be less than 5% while CRR at least 90% (at least three months). • VCSC are regularly conducting meetings, keeping records and maintaining books of accounts. • The utilization of 1st instalment of LDF should be at least 70%. The books of accounts are up to date, while fund utilization, as certified by the SAC, has been approved by CFMC/VCF-EC. The VCSC prepares the monthly progress reports regularly on LDF fund, savings, disbursement and submit to CFMC/VCF-EC. The CFMC/VCF-EC presents the reports to CFMCC/PF-EC on quarterly basis.

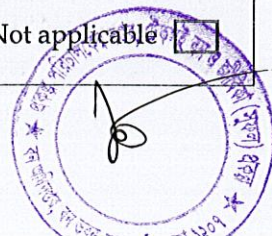


Environmental and Social Screening Form

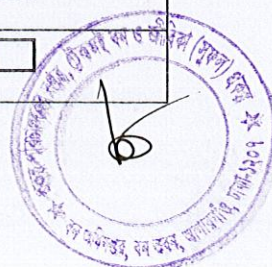
Directives: To be filled up by the Sub-Project Committee (SPC) at the time of preparation of sub-project proposal				
1. General Information	1. Name of Village			
	2. Name of Union			
	3. Name of Upazila			
	4. Name of District			
	5. Name of proposed scheme			
	6. Location of Scheme			
	7. Type of Scheme [put (✓) mark]	New construction ☐	Reconstruction ☐	
		Maintenance ☐	Others ☐	
	8. Objective of the proposed scheme and brief description:			
	9. Does the proposed scheme involve all types and classes of people in the locality? [put (✓) mark]	Yes ☐	No ☐	Not applicable ☐
2. Environmental Checklist [put (✓) mark] (If the answer to Q-5 is 'No' out of Q 1 - 9, and if the answer to any one of the remaining questions is 'Yes', the sub-project proposal will be cancelled).	1. Will the scheme's implementation interrupt the natural flow of river, canal or any stream?	Yes ☐	No ☐	Not applicable ☐
	2. Will the scheme's implementation increase the possibility of ground water pollution?	Yes ☐	No ☐	Not applicable ☐
	3. Will the scheme's implementation increase the possibility of surface water pollution?	Yes ☐	No ☐	Not applicable ☐
	4. Will the scheme generate any waste?	Yes ☐	No ☐	Not applicable ☐
	5. Is there any waste management plan for the scheme if it generates waste? (please include waste management plan)	Yes ☐	No ☐	Not applicable ☐
	6. Is there any chance of increasing public health problem by throwing waste into open water bodies?	Yes ☐	No ☐	Not applicable ☐
	7. For constructing irrigation canal, is there any chance to create any problem to water bodies that are used for irrigation?	Yes ☐	No ☐	Not applicable ☐
	8. For construction of sanitary latrine, is there any	Yes ☐	No ☐	Not applicable ☐



	drinking water source in 30 ft. of the latrine?			
	9. Whether there would be any water logging in case of road construction activities?	Yes ☐	No ☐	Not applicable ☐
	10. Is there any chance of tree cutting by implementation of the scheme? (If yes then please specify the number of tree)	Yes ☐	No ☐	Not applicable ☐
	11. Is there any chance of destruction of biodiversity (fish, birds and animal habitat) by the implementation of the scheme?	Yes ☐	No ☐	Not applicable ☐
	12. Mitigation measures:			
3. Social Impact [put (✓) mark] (If the answer to any question is 'Yes', the sub-project proposal will be cancelled).	1. Is there any chance of resettlement of people living in the land for the implementation of the scheme?	Yes ☐	No ☐	Not applicable ☐
	2. Is there any chance of land acquisition from the public for the implementation of the scheme?	Yes ☐	No ☐	Not applicable ☐
	3. Is there any chance of destruction of homestead land?	Yes ☐	No ☐	Not applicable ☐
	4. Is there any chance of resettlement of people living on government land public for the implementation of the scheme?	Yes ☐	No ☐	Not applicable ☐
	5. Is there any chance of destruction of religious and cultural place?	Yes ☐	No ☐	Not applicable ☐
	6. Is there any chance of loss of employment of the people or lower the living standard because of the implementation of the scheme?	Yes ☐	No ☐	Not applicable ☐
	7. Is there any chance of destruction of cultural tradition of people?	Yes ☐	No ☐	Not applicable ☐
	8. Mitigation measures:			
4. Indigenous People [put (✓) mark]	1. Is the scheme located in an area where majority indigenous people live?	Yes ☐	No ☐	Not applicable ☐



If yes, please answer the following questions:				
	2. Are the indigenous people involved in the planning and implementation of the scheme?	Yes ☐	No ☐	Not applicable ☐
	3. Is there any chance of indigenous people affected?	Yes ☐	No ☐	Not applicable ☐
	4. What are the feeling of indigenous people about the scheme?	Positive ☐	Negative ☐	Not any one ☐
	5. If the answer of the Q - 3 is negative, please briefly describe the reason and mitigation measures:			
5. Other Information (if any)				
Signature of SPC members:				
Sl. No.	Name	Designation	Signature with date	
1.				
2.				
3.				
4.				
5.				
Recommendation of Social Audit Committee:				
The form is filled up correctly or not? [put (✓) mark]			Yes ☐	No ☐
Mitigation measures are satisfactory or not? [put (✓) mark]			Yes ☐	No ☐
If the mitigation measures are not satisfactory, then please specify your opinion (where necessary):				
Signature of the members of Social Audit Committee:				
Sl. No.	Name	Designation	Signature with date	
1.				
2.				
3.				
4.				
Environmental Category of the Scheme [put (✓) mark]		Red ☐	Orange- B ☐	Orange- A ☐
		Green ☐		
The form is filled up correctly or not? [put (✓) mark]			Yes ☐	No ☐
Mitigation measures are satisfactory or not? [put (✓) mark]			Yes ☐	No ☐



If the mitigation measures are not satisfactory, then please specify your opinion (where necessary):

Signature of the members of Technical Committee

Sl. No.	Name	Designation	Signature with date
1.			
2.			
3,			



Annexure-6

Application format for Community Development Fund (CDF)/Livelihood Support Fund (LDF)

Date of Application:

Village:

Union:

Upazila:

District:

Range:

Beat:

A. Description of Extreme Poor and Poor in the Village:

Date of approval of beneficiary households by FCV/VCF :

Sl. No.	Name	Put Tick in appropriate category								
		Extreme poor			Poor			Ethnic & Vulnerable		
		Male	Female	Unemp loyed Youth	Male	Female	Unemp loyed Youth	Male	Female	Unemp loyed Youth

B. Description of CFMC/VCF-EC Formation:

Sl No.	Name	Designation	Put (✓) in appropriate place				Signature
			Extreme Poor	Poor	Female	Others	
1.							
2.							
3.							
4.							
5.							
6.							
7.							



C. Description of Sub-Committees:

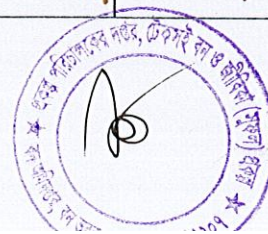
Sl. No.	Name of Committee	No. of Members				
		Total	Extreme Poor	Poor	Female	Ethnic
1.	Village Credit and Savings Committee (VCSC)					
2.	Forest Protection and Conservation Committee (FPCC)/Community Patrol Group (CPG)					
3.	Finance and Accounts Committee (FAC)					
4.	Procurement Committee (PC)					
5.	Social Audit Committee (SAC)					

D. Details of Collaborative Forest Management Committee (CFMC)/VCF-EC meetings held so far

Date of Meeting	Number of Persons Attended					Key decisions taken
	Total	Extreme Poor	Poor/ethnic	Women (Total)	Others	

E. Details of Savings Activities:

Group Number	Date Constituted	Number of members			Name of Office bearers		Details of Savings	
		Extreme Poor	Poor	Total	Leader	Cashier	No. of Members doing savings	Total Amount Deposited



F. Description of Bank Account Opening:

Institution	Name of Bank	Name of Branch	Account Number	Name of operators of bank account
CFMC/VCF-EC				1.
				2.
				3.

G. Proposed eligible activities of Community Development Fund (CDF)

Description of Activity	Physical Quantity with Units	Timeframe for Implementation				Estimated Amount			Number of Beneficiaries				
		Stage - I		Stage - II		Stage I	Stage II	Total	Total	Extre me Poor	Poor	Women	Youth
		Start Date	End Date	Start Date	End Date								
1	2	3	4	5	6	7	8	9	10	11	12	13	14

A. Technical assistance and other service requirements



To

Divisional Forest Officer

..... Forest Division

Bangladesh Forest Department.

Subject: Application for Community Development Fund (CDF)/Livelihood Support Fund (LSF).

Dear Sir,

We are Collaborative Forest Management Committee (CFMC)/PA Co-management Executive Committee (CMEC) and would like to inform you with due respect that our village is one of those selected for participating in CFM under Sustainable Forests and Livelihood (SUFAL) Project. We have submitted Community Development Fund (CDF) sub-project proposal for development activities/AIGA support proposal under Livelihood Development Fund (LDF). The relevant papers, including the estimated cost, are attached herewith. The estimated cost of the CDF/LDF is Tk. which was approved on (date) in the CFMC/VCF-EC meeting.

We assure you that the transparency and accountability will be ensured in spending the money released by BFD and all the accounts will be maintained properly and submitted to the cost center monthly basis within 1st week of the next month.

We, therefore, request you to appraise the submitted proposal and release the fund accordingly.

With thanks and best regards

Signature:

Chairman,

Collaborative Forest Management Committee (CFMC)/PA Co-management Executive Committee (CMEC)

Signature:

Secretary,

Collaborative Forest Management Committee (CFMC) // PA Co-management Executive Committee (CMEC)



**Umbrella Financing Agreement for Community Development Fund
(CDF)/Livelihood Development Fund (LDF)**

1. This Umbrella Financing Agreement is signed on this (date) at (place) between:

a) **Bangladesh Forest Department (BFD)**
(hereinafter called the first party) and

Represented by

Name:

Designation:

Range/Beat

Division:

Bangladesh Forest Department.

b) **CFMC/CMEC**

(hereinafter called the second party)

Represented by

1. Mr./Mrs.....

Chairman (include address)

2. Mr./Mrs.....

Secretary (include address)

3. Mr./Mrs.....

Cashier (include address)

2. The government of Bangladesh, through the Forest Department, is implementing Sustainable Forests and Livelihood (SUFAL) Project with the objective of improving public sector management of forest resources and reducing direct dependency and unplanned extraction of forest resources offering AIGA for forest dependent communities. The second party has certified that it has complied with all the prerequisite steps needed for signing the Umbrella Financing Agreement. This certification is given in **Appendix-6.1** of this agreement.
3. The first party – Bangladesh Forest Department – is a Government Department, and entrusted with the responsibility of implementing SUFAL project. The second party represents theVillage under.....Union,Upazila andDistrict, a SUFAL project participating village, further details of which are given in **Appendix- 6.2**.

THEREFORE, this Umbrella Financing Agreement is entered into between the representatives of the parties specified above.

4. Scope and Extension of this Agreement

The Second Party is eligible to receive a fixed budget envelope up to a maximum of Tk. ----- (Taka -----) as Community Development Fund (hereinafter called the CDF) for implementing different development activities in the village mainly for the common benefit of the extreme poor and poor in the approved list by the second party. This Umbrella Financing Agreement outlines general terms and conditions for funding and implementing Community Development Fund if the second party is eligible.

5. The provisions of this Umbrella Financing Agreement shall be extended to the following separate addenda to this Financing Agreement, subsequently to be entered into by both the parties-



[Handwritten signature]

(b) Addendum- I for accessing the Community Development Fund, and

(c) Addendum- II for accessing the Livelihood Support Fund.

6. All the activities as agreed in this Umbrella Financing Agreement and subsequent addenda, without exception shall be performed as under:
 - In accordance with the SUFAL rules and guidelines as contained in Community Operations Manual and subsequent revisions agreed with the first party.
 - All the activities under the project shall be undertaken without violating the principles of 'Core Values' by all parties involved with the project.
7. The general obligations of all the parties are outlined in **Appendix- 6.3**.
 - If any misappropriation/mismanagement of funds happens in a village/the funds not being used and deposited in the accounts of CFMC/CMEC violating the terms and conditions, the first party reserves the right to withdraw the fund (CDF).
8. Any dispute arising out of this agreement shall be settled through mutual discussions between the two parties. Those disputes, which could not be settled through discussions, will be referred to the sole arbitration of the concerned Conservator of Forest (CF) of BFD. The decision of arbitrator shall be final and binding by both the parties.
9. The following documents are attached to this agreement and shall be deemed as part of this agreement:
 - Appendix-6.1 : Certification by the Second Party having complied with the prerequisite steps as needed for signing the Umbrella Financing Agreement
 - Appendix- 6.2 : Key information of the second party.
 - Appendix- 6.3 : General obligations of all parties.
 - Appendix- 6.4 : The checklist of Non-negotiable core values/Project Principles.
 - Appendix- 6.5 : Breakdown of costs and financing of Community Development Fund (CDF).
 - Appendix- 6.6 : Breakdown of costs and financing of Livelihoods Development Fund (LDF).

Signature

.....,

Name:

Designation:

Beat & Division:

Forest Department

1. Signature

Mr./Mrs.....

Convener [including address]

2. Signature

Mr./Mrs.....

[Secretary including address]

Witness: 1 -----

2 -----

Witness: 1 -----

2 -----



Appendix-7.1

Certification by the Second Party having complied with the prerequisite steps as needed for signing the Umbrella Financing Agreement

- i. Completed the formation of Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC), Forest Protection & Conservation Committee (FPCC)/Community Patrol Group (CPG), Finance & Accounts Committee (FAC), Village Credit & Saving Committee (hereinafter called the VCSC), Procurement Committee (PC), Social Audit Committee (SAC), and all the members were trained on Community Operations Manual (COM) booklet, and all the committees have started maintaining books and records.
- ii. The Collaborative Forest Management Committee (CFMC)/FCV-EC meetings, attended by 60% of its members, approved the list of extreme poor and poor Forest dependent households, lists of poor, extreme poor, ethnic community for community development & livelihood development fund and recorded the decisions in the minutes.
- iii. Organised at least 60% of the extreme poor and poor Forests dependent households and have started saving and internal lending.
- iv. Appointed Finance & Accounts Committee (hereinafter called the FAC) and trained on different aspects;
- v. Completed all the sub-project works of community infrastructure and arrangements for operation and maintenance are in place.
- vi. Opened the bank account No.....in thebranch ofbank.
- vii. The Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) has approved the draft Community Development Fund application in principle and obtained at least 70% marks in the appraisal carried out by the first party.
- viii. The above particulars and the decision to sign the Umbrella Financing Agreement have been discussed, agreed and recorded in the meeting minutes of Collaborative Forest Management Committee (CFMC)/ Executive Committee of Village Conservation Forum (VCF-EC) dated

Certification by:

.....

Signature :

Name :

Chairman

Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC)

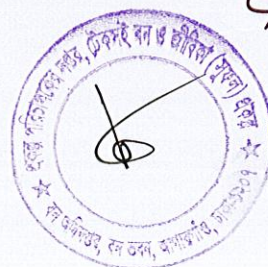
.....

Signature :

Name :

Convener

Finance & Accounts Committee (FAC)/Village Credit & Savings Committee (VCSC)



- | Sl. No. | Name | Designation |
|---------|------|-------------|
| 1 | | Convener |
| 2 | | Secretary |
| 3 | | Cashier |
| 4 | | Member |
| 5 | | Member |
| 6 | | Member |
| 7 | | Member |
| 8 | | Member |
| 9 | | Member |

- | | |
|--|--------|
| vi. Total population of the village | :..... |
| vii. Total number of households | :..... |
| viii. Total number of poor forest dependent households listed in CIP process:..... | |

General Obligations of the Parties and Other General Obligations

1. General Obligations of the Second Party

- 1.1 To disseminate and make available to all the target forest dependent beneficiaries all the project-related information.
- 1.2 Comply with SUFAL Non-Negotiable core values and Checklist in implementing all the activities of Community Development Fund as given in Appendix-III.
- 1.3 Prepare the Community Development Fund application through a consultative participatory process by involving all the beneficiaries and target poor and shall seek prior approval on all important aspects of project implementation from Collaborative Forest Management Committee (CFMC)/FCV-EC meeting attended by at least 60% of the extreme poor and poor in the village.
- 1.4 Open and maintain a separate bank account with Finance & Accounts Committee (FAC) exclusively to be used for project-related financial transactions which shall be operated jointly by the Convener/Secretary and Cashier of the Second Party.
- 1.5 Constitute the Social Audit Committee (SAC) and entrust with them powers of monitoring, auditing and verifying project implementation. The Collaborative Forest Management Committee (CFMC)/FCV-EC shall take appropriate corrective actions proposed by the Social Audit Committee (SAC).
- 1.6 Apply for the release of each instalment of the Community Development Fund along with details of completed Landmarks as certified by the Social Audit Committee (SAC).
- 1.7 Release Fund to Finance & Accounts Committee (FAC) after entering into an MoU detailing the terms and conditions.
- 1.8 Submit monthly reports of progress of project implementation and details of financial transactions to the First Party, including the final receipts and payments account of the Community Fund within three months of release of final instalment.
- 1.9 Maintain all the books and records, including books of accounts, other financial records and minutes of the meetings of Second Party and all other committees as outlined in the COM.
- 1.10 Procure all the goods, materials, labour, transport and other inputs required for the implementation of the Community Development Fund as per the procurement guidelines given in the COM Part- 3.
- 1.11 Immediately after completion of all the activities under this agreement, a completion report, along with to the First Party, will have to be submitted after its approval in the Collaborative Forest Management Committee (CFMC)/CMEC.



2. General Obligations of the First Party

- 2.1 Make available Community Operations Manuals (COM) and its various updates for Project implementation.
- 2.2 Provide facilitation support to the Second Party and other committees.
- 2.3 Monitor the progress of project implementation by the first Party, including field visit, to offer guidance and advice.
- 2.4 Appraise and suggest improvements for the Community Development Fund Application in the presence and in consultation with the Second Party and other committee members and give clearances in time.
- 2.5 Verify the Landmarks for the release of each instalment of Community Development Fund. Release funds as per the agreed payment terms and service standards.

3. Other General Obligations

All the payments under this agreement will be in pre-defined instalments linked to attainment of Landmarks of verifiable physical achievements and are subject to actual expenditure.

The Second Party shall produce a Collaborative Forest Management Committee (CFMC)/FCV-EC meeting resolution, indicating successful completion of the activities before the release of the final instalment of funds by the First Party. The First Party may verify the completion of the Landmarks by an independent team, which will be carried in consultation with and in the presence of the representatives of the Second Party.

- 3.1. The First Party can stop and suspend the activities under this agreement if it is convinced that the Second Party or any of its committees is not performing its duties and obligations satisfactorily as per this agreement or in the case of financial irregularities, misappropriation of funds, delay in physical progress without genuine reasons, Collaborative Forest Management Committee (CFMC)/CMEC requesting the First Party, or serious environmental concerns. Any unutilized amount of the Community Development Fund shall be refunded to the First Party and the exit policy of the SUFAL will be initiated.
- 3.2. This agreement may be amended or cancelled with the mutual consent of the two parties in writing.
- 3.3. No cost overruns will be normally permitted under this agreement.
- 3.4. Any dispute between the two parties arising out of this agreement shall first attempted to be settled through mutual and amicable consultation. If the dispute is not settled through such consultations, the matter will be referred to the sole arbitration of a committee constituted for the purpose by the CCF of the First Party.
- 3.5. This Agreement shall be governed by the law of the Government of Bangladesh.



Checklist of Non-negotiable Project Core Values

1. Inclusion

- Inclusion of extreme poor and poor forest dependent households in the village, including vulnerable ones -- disabled, destitute, elderly, ethnic etc, shall be ensured in all the project activities.
- At least 50% of the extreme poor and poor identified in the village shall directly receive benefits from project assistance.

2. Equity

- Extreme poor, poor and ethnic community occupy majority of the decision-making positions in the Collaborative Forest Management Committee (CFMC)/CMEC, VCSC, FPCC/CPG, SAC and other sub-committees of the Forest Conservation Village (FCV).

3. Participation

- All the project activities and decision making shall follow participatory process with at least 60% extreme poor and the poor in the village.

4. Transparency

- All the project decisions are taken in Collaborative Forest Management Committee (CFMC)/CMEC in an open and transparent manner.
- All the project information is displayed prominently .
- All the records and books, including the minutes' books, have to be maintained and made available to the village community.

5. Accountability

- At least 80% of selected project direct beneficiary get satisfactory ratings from CFMC/CMEC during community assessment process.

6. Self-help

Planning, implementation and continued management of community development activities are the collective responsibility of the village community.



Breakdown of Cost and Financing of Community Development Fund (CDF)

Sl. No.	Description of Activity/Investment	Expected Expenses in Each Stage (Tk)			Total Cost (Tk)
		Stage - I (Date From --- to ----)	Stage - II (Date From --- to ----)	Stage - III (Date From --- to ---)	
1.	Cost				
A	Physical Infrastructure Development				
i	Earthen road construction, embankment- cum-road				
ii	Deep tube-well, PSF, Rainwater harvesting etc.				
iii	Single and twin pit latrine				
B	Repair & Maintenance				
i	Village road, playground, excavation of pond.				
ii	School ground raising and maintenance				
iii	Renovation of existing damages structures				
2.	Financing				
i	Own fund				
ii	Community Development Fund				
iii	Other Sources (Specify)				
	Total				



Appendix-7.6

Breakdown of Costs of Livelihood Development Fund (LDF)

Sl. No.	Description of Activities/Investment	Expected Expenses in each Stage (Tk.)		Total Cost (Tk.)
		Stage- I (Date From.....to))	Stage- II (Date From.....to))	
A.	LDF Activities			
i.				
ii.				
iii.				
Total:				
B.	Source of Fund			
i.	Own Fund			
ii.	LDF			
iii.	Others			
Total:				



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Chapter-6

PARTICIPATORY APPRAISAL OF FUND



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Appraisal Guidelines

6.1. What is fund appraisal and why it is needed?

Village community will receive funds from SUFAL for community development, livelihood support and community patrolling and the proposals for which will be evaluated by Fund Appraisal and Monitoring Team (FAMT). The team members of FAMT will sit with the community to verify the necessary documents which include books of records on institutional development viz, minutes of meetings, reports submitted by Social Audit Committee (SAC) and implementation plans. Besides, they will verify savings and bank passbooks, bank statements, deposits and withdrawals from the bank, issuance of loans and realization of instalments and other books of account maintained by the Finance & Accounts Committee (FAC) and Village Credit & Savings Committee (VCSC).

By addressing FAMT's queries and showing books of records and accounts satisfactorily, if it scores at least 70 out of 100 (7 out of 10 in each indicator) then the FAMT will recommend to cost centres/DFO office for processing the proposal.

When the community will be eligible for subsequent instalments of the fund, then community will again have to apply in a similar manner and the FAMT will come to the villages to discuss the progress and check landmarks set for releasing the instalment, sitting in meeting with the community. If forest dependent community can prove preparedness and show achievements in terms of landmarks, then the FAMT will again recommend to the cost centres/DFO for further action.

6.2. Steps of Appraisal Process

Step- 1: Preparing Applications for Fund Proposal

- Finance & Accounts Committee (FAC) will process the Community Development Fund (CDF) proposal and VCSC will process Livelihood Development Fund (LDF) proposal as per COM guidelines. It will be prepared in a participatory process through discussions in a meeting with other committee members so that everybody could know how they are proceeding for the fund.
- Community Professional (CP) and CFMC/FCV-EC will help to prepare the applications and proposals.



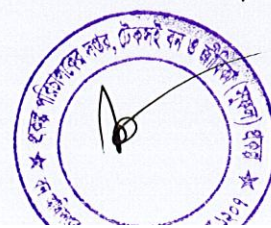
- CFMC/FCV-EC will allocate the total budget for different activities to be undertaken by them through discussion in a meeting according to the priority of the village and support needed for AIGA for livelihood improvement activities.

Step- 2: Receiving Application and Pre-verification by CFMC/CMEC

- The CFMC/VCF-EC will receive the proposals approved by FAC/VCSC and acknowledge it by putting signature along with date on the copy of proposal.
- This will be treated as the first day of counting service standard.
- Social Audit Committee (SAC) as CFMC/VCF-EC's Pre-verification Team will verify the proposal whether it has been prepared according to COM guideline or not. The CFMC/VCF-EC Team will return the proposal to FAC/VCSC within three working days with the advice of correcting the proposal if anything found inconsistent in the proposal while verifying it.
- If CFMC/VCF-EC Team finds the proposal okay, they will send it to CFMC/VCF-EC with their recommendations within maximum three working days.
- After pre-verification and recommendation by CFMC/VCF-EC Team, the Sub-project Proposal will be placed in the CFMC/VCF-EC meeting for approval. CFMC/VCF-EC members will discuss all aspects and activities of the proposal along with estimated cost and if found it acceptable then approve it and send it to local DFO office with recommendation. VCF-EC will send the proposal through CMEC.
- CFMC/CMEC will have an acknowledgement receipt on their copy of the proposal from the cost centres/DFO Office.
- The Financing Agreement will be prepared in two sets (**Annexure- 6**) - one is original (stamped copy) and another is duplicate one but signed in original and will be enclosed with the proposal.

Step- 3: Receiving Proposals by Cost Center/Divisional Forest Office and Verification

- The DFO office will register the proposal in a format with signature and date on the proposal received.
- The DFO office will verify 100% proposals on the desk and at least 90% proposals will be cross-checked randomly through by discussions with the community.



- If any inconsistency is found during the verification, the DFO office will return the proposal to the concerned CFMC/VCF-EC for necessary corrections as suggested. The Cost centres/DFO office will get maximum ten working days to accomplish all these activities and send the correct proposals to the Fund Appraisal and Monitoring Team or send back the incorrect ones to the CFMC/VCF-EC.



Figure 31: Verification of fund proposal by FAMT members

Step- 4: Verification of Application by Fund Appraisal and Monitoring Team(FAMT)

- The Fund Appraisal and Monitoring Team (FAMT) will receive applications and proposals from the Cost centre/DFO Office.
- The FAMT will register all the proposals with date and serial numbers in a format.

Step- 5: Desk Appraisal by Fund Appraisal and Monitoring Team (FAMT)

- The FAMT will verify all the proposals on the desk whether there is any inconsistency or any missing information in the proposal or not.
- Incorrect/incomplete proposals will be sent back to the FAC or VCSC for making necessary correction and re-submission.



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Step- 6: Scheduling of Appraisal and Informing to CFMC/VCF-EC.

- The FAMT will prepare a field appraisal schedule on the basis of type of proposal in a designed format.
- The FAMT will inform the CFMC/VCF-EC at least five days prior to field appraisal.

Step- 7: Field Appraisal of Proposals by Appraisal and Monitoring Team

- The FAMT will verify all the information and books of accounts/minute records on the basis of checklist during their field visit and through discussions with community.
- The FAMT will come to the village and discuss with committee members about proposals and sitting in a meeting with the members of CFMC/VCF-EC.
- The FAMT will include Community Professionals (CP) from other villages as members of the appraisal team.
- The FAMT members representing the community from other villages will verify whether any extreme poor, poor or vulnerable member of the village is excluded or not by visiting different areas of the village randomly.
- They will also make sure whether the community abides by the 'Core Values' of the project and also verify whether there is any problem or conflict in the village or not.
- If any gross irregularities are noticed during checking of records and interaction with the community, the FAMT will make specific recommendations in the Inspection/Log Register mentioning the areas of shortcomings that need further development and return the application for making necessary corrections.
- Community will implement the recommendations made by the FAMT and re-submit the application after making necessary corrections.
- The FAMT will disclose the appraisal results before leaving the village.

Step- 8: Submission of Appraisal Reports to DFO office

The FAMT will submit appraisal reports along with its recommendations.

- The FAMT will submit appraisal report to the DFO office in a specific format along with a summary of the village's basic data as per village matrix along with



appraisal minutes and recommendations made to the community signed by all the members of the FAMT and the proposal submitted by the FAC or VCSC .

Step- 9: Concluding Signing of Financing Agreement between BFD and CFMC

- Upon receipt of the appraisal reports, the DFO will assign ACF/Range Officer (RO) to scrutinize the papers submitted by the FAMT and after scrutiny if it is found correct, DFO will send a sanction letter to the CFMC/CMEC mentioning the amount of fund to be released in favour of the concern CFMC/CMEC and inform all concerned including CFMC/VCF-EC and PD.
- After getting sanctioned letter, the Umbrella Financing Agreement (Addendum-I/II), which was earlier prepared, will be signed by the authorized representative of DFO office (Range Officer or above), as the First Party and the CFMC/CMEC, as the Second Party.
- DFO office will keep the stamped copy of the Financing Agreement in their custody and the duplicate copy but signed in original of the agreement will be sent back to the CFMC/CMEC office.

Step- 10: Fund Sanction and Release

- The DFO office will release the instalments of CDF or LDF as soon as agreement between the DFO Office and CFMC/CMEC is signed.
- The funds will directly be transferred to the CFMC/CMEC bank account telegraphically or through Pay Order or Bank Draft.
- The transfer of fund to bank account will be done within 10 working days from the date of receipt of the report from the FMAT.
- CFMC/VCF-EC will hold a meeting immediately after receiving fund and inform all of the community members about the amount and future course of action according to COM.

Step- 11: Receiving Applications Certified by Social Audit Committee for Subsequent Instalments

- Concern committee will submit a proposal seeking the release of the second instalment of the fund after utilizing 75% money of the first instalment which will be certified by the Social Audit Committee.



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- This proposal will also be sent to the FAMT through the CFMC/CMEC as was done in the case of previous instalment.

Step- 12: Verification of Milestones by Appraisal and Monitoring Team

- The FAMT will again come to the village to check the records and physically verify the progress and appraise whether they have achieved or not the set landmarks for the subsequent instalments.

Step- 13: Releasing Subsequent Instalments

- If the FAMT is convinced that community have achieved the set landmarks for the release of subsequent instalment, then they will recommend to the Cost centres/DFO office for release of subsequent instalment.

6.3. Key Rules for Appraisal

- The FAMT is to inform the CFMC/FCV-EC about the exact date and time of appraisal five days ahead of the schedule.
- The appraisal will be held in a friendly and cordial atmosphere in a meeting, and all committee members will be present there.
- Concern committee will reply to all questions asked by the FAMT.
- The FAMT will use a checklist to verify the achievement and give marks for each question.
- If community do not get seven out of 10 for any question and at least 70 marks in total out of 100, then they will be disqualified to receive the instalment of CDF.
- If community fail to qualify at all, then they will try to improve the proposal by implementing the recommendations and suggestions made by the FAMT in the Inspection Book.
- The FAMT will submit appraisal results with specific recommendations.

6.4. Composition and Role of FAMT

Each Fund Appraisal and Monitoring Team (FAMT) is comprised of a Team Leader and appraisers. The Team Leader moderates CFMC/VCF-EC meetings where fund proposals are discussed with the community in a participatory manner. The appraisers look into



the respective books of accounts/records and advise the community for rectification if any irregularities/shortcomings are found. Usually PD/Conservator of Forests (CF)/DFO concern will select appraisal team members.

6.4.1. Community Appraisers:

Community Professionals (CP) can be engaged to work as members of the Fund Appraisal Team as she/he had better understanding about the forest dependent communities. They can easily interact with other communities in their colloquial, discussing the issues and their probable solutions. It helps the FAMT in many ways especially the visits of the community professionals in the village can bring out the actual scenario of the village and helps the FAMT understand whether any hidden conflicts are there among the community members in implementing the project according to the rules and guidelines.



Figure 32: FAMT team sharing their views in a community meeting.

6.4.2 Capacity-Building for Appraisal

NGO facilitator and Forest Range Officer/Beat Officers along with Community Professionals will train the members of the FAMT. The NGO staff will facilitate these trainings.



6.5. Certifying Landmark for Fund Installment

Appraisal is carried out on the basis of a checklist in which 10 major points are judged, and then marks are awarded. The subsequent fund instalments are released on the basis of achievements of the set landmarks for which the Appraisal Team again visits the village. If all the achievements are met, the FAMT recommends the release of the desired instalment of fund.

6.6. Service Standard

Once CFMC/VCF-EC submit the proposal to the DFO Office, community will receive the first instalment of CDF within 40 working days if the proposal is qualified for fund.

