



Community Operations Manual (COM)

Part – Four



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

Community Operations Manual (COM)

Part – Four

Monitoring, Conflict Resolution & Good Governance

Sustainable Forests and livelihood (SUFAL) Project

Forest Department

MINISTRY OF ENVIRONMENT, FOREST & CLIMATE CHANGE

2021

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Abbreviations

ADP	Annual Development Plan
ACF	Assistant Conservator of Forests
AIGAs	Alternative Income Generating Activities
BFD	Bangladesh Forest Department
BO	Beat Officer
CCF	Chief Conservator Forests
CFMC	Collaborative Forest Management Committee
CAP	Community Assessment Process
CPG	Community Petrol Group
CR	Conflict Resolution
DPD	Deputy Project Director
DFO	Divisional Forest Officer
FAC	Finance and Accounts Committee
ESMF	Environmental and Social Management Framework
FPCC	Forest Protection & Conservation Committee
FPC	Finance & Procurement Committee
FDC	Forest Dependent Community
FCV	Forest Conservation Village
GAAP	Governance and Accountability Action Plan
GG	Good Governance
GRM	Grievance Redress Mechanism
MOEFCC	Ministry of Environment, Forests and Climate Change
PD	Project Director
PA	Protected Area/ Planned Activities
PSCT	Problem Solving Communication Tree
RBA	Result Based Monitoring
RPF	Resettlement Process Framework
RO	Range Officer
SA	Social Audit
SECDF	Small Ethnic Community Development Framework
SAC	Social Audit Committee
VCSC	Village Credit & Savings Committee
SUFAL	Sustainable Forest and Livelihood
WB	World Bank
WBS	World Bank Safeguard

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Chapter-1

Monitoring

1.0 Monitoring and it's Progress:

To monitor the progress in Collaborative Forest Management, AIGAs, and community development activities to be implemented as per the scheduled plan, within the timeframe, guidelines and outcomes of the interventions etc. This chapter provides a brief description of the monitoring processes.

1.1 Why Need Monitoring?

- Whether the work is being implemented as per the guidelines/rules, and within timeframe and brought desired results;
- Person(s) of the committee who were responsible to do the work, whether s/he/they did it properly or not;
- Assessing the progress of the work being implemented according to the plan or not and also find out the faults;
- Whether the small-scale infrastructure, livelihood development activities and conservation initiatives are implemented in environment friendly, socially acceptable, and in a transparent way;

1.2 What to Monitor:

Major monitoring items, with community perspectives include the intended progress towards forest protection and community well-being through alternate and diversified AIGAs, forest restoration through plantation activities and strengthening of CFMC/VCF-ECs as a grass-root conservation organization.

Alternative livelihoods:

- Selection of beneficiaries from amongst the members of FCV/VCFs who are (a) among the poorest in the village; (b) women-headed households; (c) landless and lack year-round employment; or, (d) belong to ethnic minority communities.
- Conservation-focused livelihoods trades and enterprises are selected for specific group of beneficiaries, along with business plans for specific enterprises are developed.
- Required skill development for producer groups, input and sale market are ensured through local service providers.
- Investments and returns from livelihood enterprises are documented for each enterprise.

Forest protection and restoration:

- Active community participation in motivational works towards forest conservation and forest protection through community patrolling.
- Forest Offences are regularly documented by the Forest Protection and Conservation Committee (FPCC)/Community Patrol Group (CPG).
- Pressures (drivers of deforestation) on forests are discussed, quantified and planned to reduce.
- CFMC/VCF-EC's inputs on the Site-Specific Restoration Planning (SSP) for Forest Beats are agreed with Beat Officer and documented;

- Monitor selected proxy indicators (e.g. forest birds assessment, land cover change, regeneration counts etc.)

Institutional strengthening:

- Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) members and sub-committee members are elected in a transparent manner and ensure representation from all stakeholder groups;
- CFMC/VCF-EC has developed and practiced their own rules and policies in line with GoB legislations (e.g. PPR 2008);
- CFMC/VCF-EC representatives received a number of trainings on organizational management, planning, conservation and forest protection, enterprise development, financial management, resource mobilization, book keeping, monitoring etc. and practiced.
- CFMC/VCF-EC- as a grass-root conservation organization with Forest Department is backed by GoB legislation and has local recognition.

Further elaboration of these monitoring protocol and data collection formats will be developed in consultation with selected CFMC/VCF-ECs, and oriented to CFMC/VCF-EC members.

Village Visioning:

Visioning at village is important. The Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) will define the village vision as per the demand that will be achieved at the end of the project. The village visions are following:

- The forest dependent communities in the village will have their own institution - Collaborative Forest Management Committee (CFMC)/ Executive Committee of Village Conservation Forum (VCF-EC);
- Forest dependent communities will be engaged in alternative and diversified livelihood activities for their socio-economic development;
- Contribute in collaborative forest management and conservation activities;
- Reduce unsustainable extraction of forest resources;
- No one will be left behind within forest conservation village (FCV)/Village Conservation Forum (VCF).

Village visioning format is given in Annexure-1.

1.3 How Do Monitor the Progress?

Sub-committees in the CFMC/VCF-EC have specific monitoring role in concerned aspects which include both a) process and b) results monitoring. Specific progress monitoring approaches to be adopted by the CFMC/VCF-EC, are as below:

- Physical observation and on-site visits;

- Review the books of accounts, meeting resolution, plans;
- Participation in the regular meetings of CFMCC/PF-EC, CFMC/VCF-EC and its 5 sub-committees,
- Display of key information on the notice/display board;
- Review of village matrix and reports;
- Participation in the annual community meeting/ AGM.

Apart from above system the CFMC/VCF-EC may monitor the progress of the activities in following ways:

1.3.1 Result Based Monitoring (RBM):

Result Based Monitoring (RBM) is an adaptive monitoring mechanism with pre-defined targets, time, and achievement which are time bound and subject to adjustment against the targets. RBM has also been adopted and aligned with govt. policies and action plans (Seventh Five Year Plan, 2015-16 to 2019-20).

The approach of RBM is participatory which is based on participatory and collaborative mechanism for collecting and reviewing information, progress, challenges and suggesting necessary steps for proper functioning of the project (Annexure- 2).

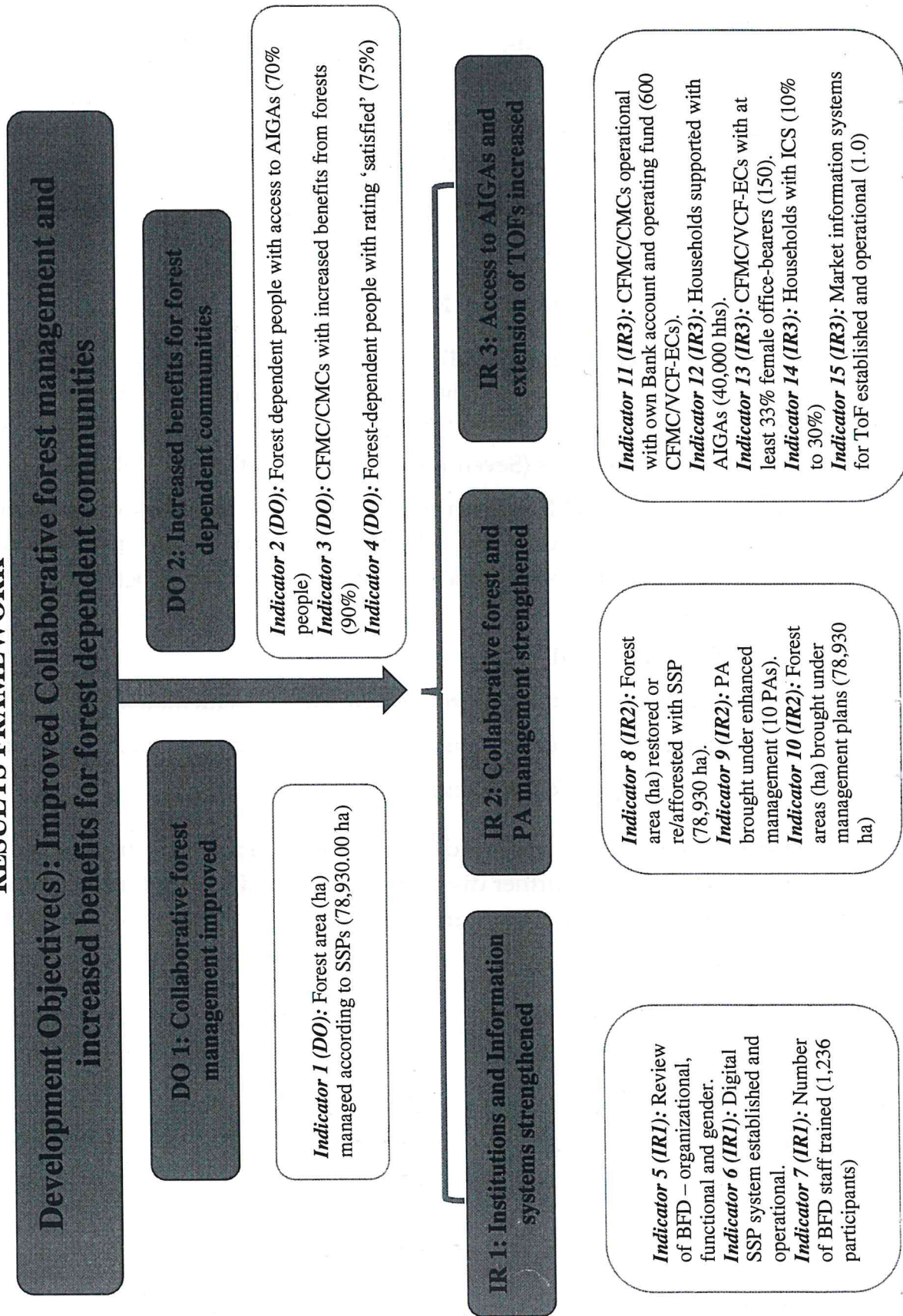
The steps of RBM will be:

- Monitoring of annual development plan implementation.
- Monitoring of participatory savings, loan recovery and AIGA effectiveness.
- Monitoring of Forest resource generation.

There is World Bank approved Result Based Monitoring framework for SUFAL project (Diagram-1). Further discussion can be undertaken for better understanding and clarification of this monitoring framework.

Diagram-1: Result Framework

Sustainable Forests and Livelihoods (SUFAL) Project (01 July 2018- 30 June 2023)
RESULTS FRAMEWORK



Importance of Result Based Monitoring:

- **Better understanding about the project activities:** Participatory monitoring gives the sense to the stakeholders regarding progress about overall sub-project activities. Thus, it makes the concerned village institution and the forest dependent communities well informed about the roles and responsibilities for proper implementation of the sub- project activities.
- **Bridging gaps between project management and beneficiaries:** Sharing information and sub-project updates among Forest Dependent Community, NGOs and village institutions and bridging gaps among all parties.
- **Timely intervention for addressing challenges:** Participatory monitoring suggests CFMC/VCF-EC member's possible early interventions to address challenges to the sub-project activities.
- **Ensure Quality of the project activities:** Participatory monitoring assists CFMC/VCF-EC member's regular information collections and analysis process and thus it helps community to ensure quality of the sub-project activities.
- **Generating knowledge base for future use:** Participatory monitoring generates data and information for community regarding ground reality of an ongoing sub-project which can be very resourceful during future project formulation, research and evaluation work.

In the monthly meetings, Forest Conservation Village (FCV)/Village Conservation Forum (VCF) and Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) will review the progress and problems (if any) of implementation of the annual development program (ADP) and will plan of actions to solve the problems. The common activities to be monitored by FCV/VCF and CFMC/VCF-EC include: progress in implementation and effectiveness of training & exchange visit; collection of participatory savings; disbursement and recovery of revolving funds; implementation of AIGAs and adopting improved cooking stoves and sanitary latrines & use of safe drinking water by community/FCV/VCF members.



Monitoring Workshop:

The Community will arrange quarterly monitoring workshops with the participation of all the community members and Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) after starting the activities of village institutions. The progress in implementation of village activities, problems etc. will be discussed.

Display Board:

Display boards will be the most important method of visualization of the activities from where the members can know the progress. The decisions will be written on the display boards and the targets those have decided together in line with the expectation/dream, and the achievements every month.

- From the display board, community members will also know what results have achieved in respect of the target that planned;
- The list of vulnerable, extreme poor, poor community members households (HHs) will be displayed so that the community knows about the left-out extreme poor, poor and youths;
- The vulnerable, extreme poor, poor and youths will know about the benefits from the project;
- The approved list of revolving loanees /borrowers.

The format of display board is given in *Annexure- 3 & 4*.

Village Matrix:

- Village matrix will be the main tool to monitor the activities;
- CFMC/VCF-EC will put all the village information in the village matrix and thus community members will be able to know the progress status.

1.4. Who Will Monitor the Project Activities?

The Social Audit Committee (SAC) will monitor the project activities, progress and weakness on behalf of the Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) and will make their own arrangement.

Forest Protection and Conservation Committee (FPCC)/Community Patrol Group (CPG) will monitor forest protection, conservation and forest offence related activities.

Village Credit and Savings Committee (VCSC) will track and monitor utilization of LDF loans, repayment etc.

1.5 Reporting:

- Forest Protection and Conservation Committee (FPCC), Village Credit & Savings Committee (VCSC) and CPG will submit a monthly report to CFMCC/PF-EC.
- CFMC/VCF-EC will develop, share with community and submit a report to the BFD in every quarter;
- The Social Audit Committee (SAC) will review the performance of CFMC/VCF-ECs annually.

Annexure-1

Vision of the Village

Name of the CFMC/VCF-EC:

Code:

Year of establishment (of the CFMC/VCF-EC):

Forest Beat:

Union:

Forest Range:

Upazilla:

Forest Division:

District:

CIP – Community Identification of the Poor (CIP)

Indicators	Status, during CFMC establishment	Plan to Changing the Status				
		2019-20	2020-21	2021-22	2022-23	2023-24
• Vulnerable Starts IGAs & involve in FCV/VCF members						
• Number of Forest dependent households in the CFMC/VCF-EC						
• CFMC/VCF-EC Office Establishment						
• Forest dependent households engaged in alternate and diversified livelihoods						
• Establish Producer Group						
• Linkage Development with Service Provider						

• Extreme Poor move to Poor						
• Poor to Middle class						
•						
•						
•						
• Youth Employment through CFMC/VCF-ECC						
• Rehabilitation of earthen road and other Infrastructure						
• Schooling rate will Improve						
• Use of Hygienic Toilet						
• Use of Safe Drinking Water						
• Early Marriage Reduction						
• Dowry Deduction						

Results Based Monitoring (RBM) Framework

Sustainable Forest and Livelihood (SUFAL) Project: Component 1-Alternative Livelihood
Development support to Collaborative Forest Management Committee (CFMC)

The Project Development Objectives

The Project Development Objectives is to improve the forests by developing alternative livelihood of the communities in the coastal, hilly and plain land areas in Bangladesh. This would be achieved by

- (i) increasing the size of afforestation and reforestation areas;
- (ii) strengthening alternative livelihoods of forest-dependent communities; and
- (iii) improving the institutional capacity of the forest department to sustainably manage the forest resources.

Project Development Objective Indicators

Indicator Name	Core	Unite of Measure	Baseline	Cumulative Target Values						Frequency	Data Source/ Methodology	Responsibility for Data Collection
				YR1	YR2	YR3	YR4	YR5	End Target			
Indicator One: Increase in forest land	⊗	Number (Ha or Km)								Annually, Comparison with practical counting (Random Sampling data) at project inception & closing	Progress report, 3rd party verification	CFMC/VC F-EC/ Independent firm
Indicator Two: Designated afforested and reforested area under improved participatory management	⊗	Number (Ha or Km)								Annually, Comparison with practical counting (Random Sampling data) at project inception & closing	Progress report, 3rd party verification	CFMC / VCF-EC/ Independent firm
Indicator Three: Average household income of at least 70% of the beneficiaries of project alternative income generating component has increased by at least 30%	⊗	Percentage of Household	to be included once baseline available	0	20%	30%	50%	70%	90%	at baseline, MTR and at the end of the project	Implementation Monitoring reports and 3rd party verification	CFMC / VCF-EC/ Independent firm

Annexure- 3

Display Board-1 (Sample)

List of benefits and advantages received the by beneficiaries from the project.

CFMC/VCF-EC:

Village:

Union:

Upazila:

Progress on village development as at the date of

Extreme Poor (Red)

Poor (Green)

Vulnerable (Blue)

Beneficiary			Category				Received benefits				
Sl. No	Name of Beneficiary	Designation	Extreme poor	Poor	Vulnerable	Youth	Grant	Revolving Fund	Skill Training	Tech. training for youth	Employment
1											
2											
3											
4											

- Tension and violence prevailing in the community/village; Above all, community will miss the opportunity for the development of village/s.

2.3 How to Resolve the Conflicts?

CFMC/VCF-EC will try to solve all the complaints and misunderstandings by discussing those within the village community.

- CFMC/VCF-EC Convener, Secretary and Cashier will take the lead in discussing and addressing the complaints;
- The community members regularly discuss the COM guidelines in the meetings;
- The CFMC/VCF-EC members will take decisions on eligibility criteria for selecting beneficiaries and on other guidelines;
- All the information will be disseminated among all the members;
- FDC members will get help from the Community Leader in the village;
- If the community is not able to solve those as mentioned above, it will be discussed in presence of the Community Leader;
- CFMC/VCF-EC will take up all the unresolved issues with the Beat/Range Officer of BFD. If those are not still resolved, the respective committee will contact Upazilla Environment and Forest Development Committee. In the next step, it will contact Divisional Forest Officer (DFO)/Conservator of Forest (CF);
- The Community members may even contact the Chief Conservator of Forest (CCF) for having solutions to the problems if all the above measures fail.

The steps in conflict resolution are shown in the figure (Article 2.4 Problem-Solving Communication Tree).

2.3.1 Conflict Mediation:

Conflict generates from the imbalance and excessive competition among the stakeholders regarding establishing supremacy over natural resources, ecosystem services or any other asset which are considered lucrative and profitable for all.

Source of Conflict: There may be various sources for conflict. The key sources of conflict in context of conservation projects are given below:

- When the participation of desired communities/groups in conservation projects like SUFAL are barred by the local power elites for fulfilling their own interest.
- If the local Forest Protection and Conservation Committees (FPCC)/Community Patrol Group (CPG) are not well represented with the participation of truly forest dependent communities due to the poor performance of implementing partners and project officials.
- If the gaps and differences exist among the stakeholders regarding proper interpretation and understanding on project objectives, way of implementation and role of the local communities then it may also create conflict among the relevant stakeholders.
- Conflicting situations may stay dormant or hidden within the stakeholders but it may go burst at any time if it is not properly and timely addressed.

Types of conflict:

Conflict over natural resources may take place or happen in different forms. The key conflicts are given below:

- Conflicts among local power elites and natural forest dependent communities.
- Conflicts among different organizations including Village institutions, NGOs and even other entities on maintaining their own control over natural resources and the communities.
- Conflicts among members of same community or neighbors on the question of sharing benefit derived from the SUFAL conservation projects and ecosystem services.

2.3.2 Measures of Conflict Resolution:

There are three common measures to address conflict which have been discussed below:

Legal measures: Conflict can be resolved under the existing judiciary system. The perpetrators of illegal felling of tree resources, poaching can be brought under law and awarded proper judgment like imprisonment, compensation for the illegal activities etc.

Alternative measures: Alternative measures are suggested for the long term benefit to avoid legal battle among the communities. It also creates trust and friendly relations among the stakeholders. Alternative measures may take place in different forms including mediation, reaching in common consensus and understanding through dialogue, social rituals and customs. For mediating conflicts, use of an independent outside arbiter could be useful. Independent arbiter can play a neutral role to resolve the conflict among the parties when the internal arbitration/mediation mechanism doesn't work properly. Independent arbiter tries to resolve conflicts outside the court and he must be acceptable to both parties.

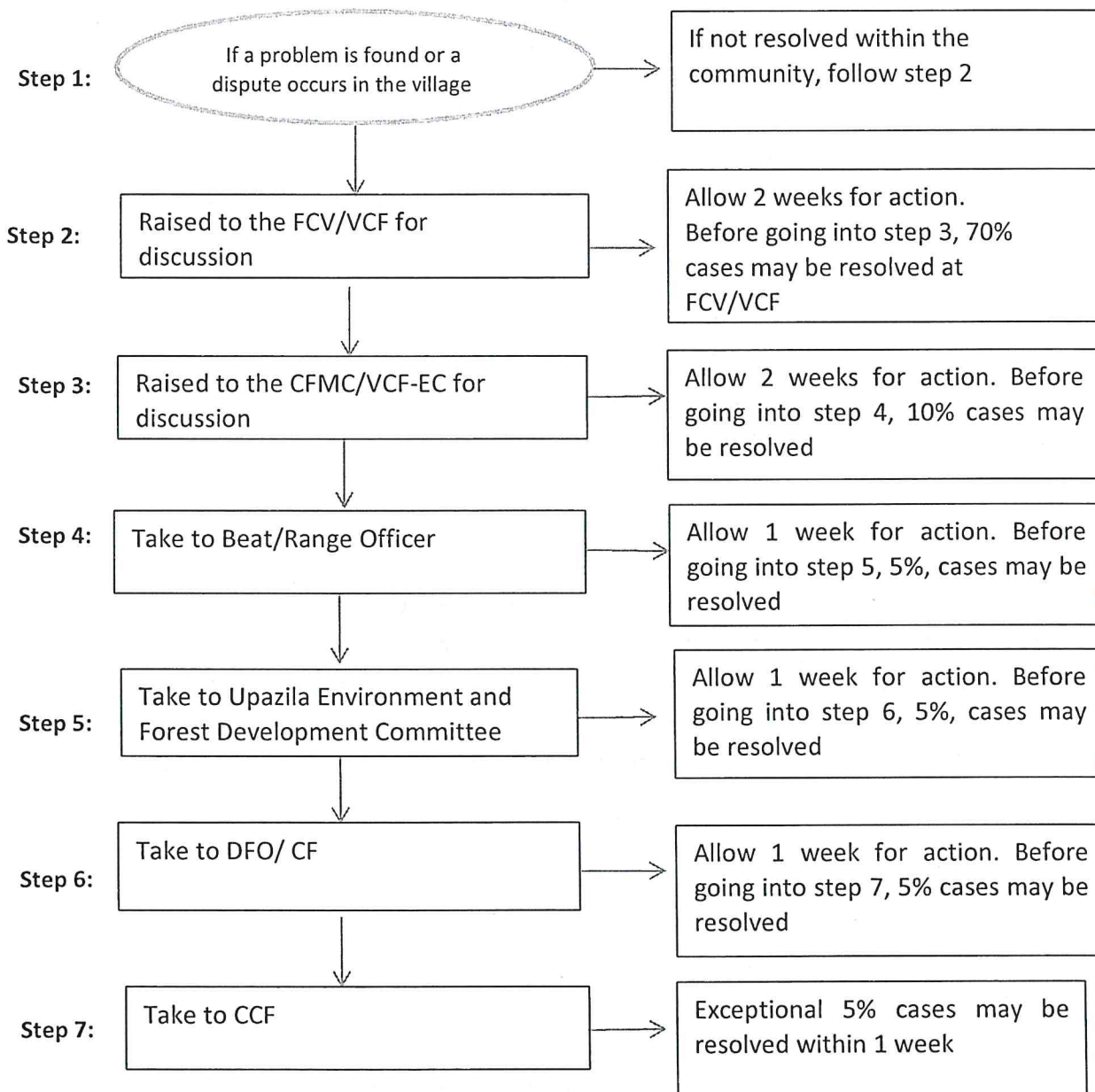
Community approach: Forest Dependent Community has mechanisms to address and contain conflict. Social events, gathering, religious congregation and various forms of togetherness or fellow feelings are some good community actions to mitigate conflict. They also have many rituals involving the nature which also keep bonding among the communities. This SUFAL will give emphasis on and explore the practices which exist within the communities.

BFD will initiate a Grievance Redress Mechanism (GRM) involving three major parties namely village representatives, relevant stakeholders and the concerned Forest Department officials. For better functioning of GRM, BFD will establish Grievance Redress Committees (GRCs) at local levels. The main tasks of GRCs will include addressing complaints and grievances that may arise during the implementation of project activities. The activities of GRCs will be carried out in transparent way and the disclosure of information for the stakeholders will be carried out in an easily understandable way. If GRCs fail to address complains and grievances then the complainants may appeal to parallel bodies at regional or at central level for resolving his/her issues.

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2.4 Problem-Solving Communication Tree:

To resolve the conflict, steps from 1-5 would be followed and if that fails then steps 6 -7 would be applicable.



2.5 Social and Environmental Safeguard:

Safeguard policy of World Bank will be applied while dealing with communities for collaborative forest management/PA Co-management. An Environmental and Social Management Framework (ESMF) 2018 has been prepared for the project. Under the CFM, forest dependent community and the concern Beat will be included. They will be coexisted with the project activities for the sustainability of the forest. For this purpose, free, prior and informed consultation will be done with the community. 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 this framework to aware the implementation of ESMF 2018. DFOs, ROs and Beat officers of the cost centers 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.

The World Bank has developed a number of safeguard policies to ensure that all possible impacts are considered and mitigation measures are spelled out prior to the implementation of any proposed project. These policies ensure that the quality operations are uniform across different settings worldwide. If the decision is taken that a Safeguard Policy should be applied, mitigation measures and plans must be developed and in place before the implantation of a proposed project.

The Bank requires environmental screening and classification for all investment projects (including ones financed by Trust Funds, Project Preparation Facilities and Guarantees) proposed for Bank financing, to help ensure that they are environmentally and socially sound and sustainable. Screening and classification take into account the natural environment (air, water and land); human health and safety; social aspects (involuntary resettlement, Indigenous Peoples); cultural property; and transboundary and global environmental aspects.

The objective of environmental screening and classification are:

- to evaluate the environmental risks associated with a proposed operation;

- to determine the depth and breadth of Environmental Assessment (EA); and
- to recommend an appropriate choice of EA instrument(s) suitable for a given project.

The environmental safeguards that apply to the SUFAL project as follows:

i. Environmental Assessment:

The World Bank has developed a number of Safeguard Policies to ensure that all possible impacts are EA requirement. The World Bank requires environmental assessment (EA) of projects proposed for the Bank support to ensure that they are environmentally sound and sustainable, and thus to improve decision making. The Bank policy considers that EA is a process whose breadth, depth, and type of analysis a project's potential environmental risks and impacts in its area of influence; examines project alternatives; identifies ways of improving project selection, siting, planning, design and implementation by preventing, minimizing, mitigating, or compensating for adverse environmental impacts throughout project implementation. EA takes into account the natural environment (air, water, and land); human health and safety; social aspects (involuntary, resettlement, indigenous peoples and physical cultural resources);

ii. Natural Habitats:

The policy describes the conservation of natural habitats, like others measures that protect and enhance the environment, to be essential for long- term sustainable development. The Bank therefore supports the protection, maintenance, and rehabilitation of natural habitats and their functions in it and sector work, project financing and policy dialogue. The Bank also promotes, and exports borrowers to apply a precautionary approach to natural resource management to ensure opportunities for environmentally sustainable development.

The activities under the proposed program could potentially alter the natural habitat hence this policy is triggered. Habitat restoration and enhancement measure will be included in the program design to avoid, minimize, mitigate and or compensate any adverse impacts on the natural habitat.

iii. Forests:

This policy recognizes the need to reduce deforestation and promote sustainable forest conservation and management in reducing poverty. The Bank believes that forest are very much essential for poverty reduction and sustainable development irrespective of their location in the world. The Bank assists borrowers with forest restoration activities that maintain or enhance biodiversity and ecosystem functionality. The Bank also assists the borrowers with the establishment and sustainable management of environmentally appropriate, socially beneficial, and economically viable forest plantations to help meet growing demands for forest goods and services.

The Bank social safeguards that apply to SUFAL project are Involuntary Resettlement and Indigenous Peoples. These operational policies have been reviewed in relation to relevant national laws and constitutional measures, and their provisions are out lined below.

iv. Indigenous peoples:

For purposes of this Policy, the term 'Indigenous Peoples' is used in a generic sense to refer to a distinct, vulnerable, social and cultural group possessing the following characteristics in varying degrees.

- self-identification as member s of a distinct indigenous cultural group and recognition of this identity by others;
- collective attachment to geographically distinct habitats or ancestral territories in the project area and to the natural resources in these habitats and territories;
- customary cultural, economic, social, or political institutions that are separate from those of the dominant society and culture; and
- an indigenous language, often different from the official language of the country or region.

The SUFAL project area has indigenous communities residing in the program area, therefore, impacts on them are expected under the project. A Small Ethnic Communities Development Framework (SECDF) has been developed at the preparation stage, to provide guidance for the preparation and implementation of site specific Small Ethnic Communities Development Plans when required.

v. Involuntary resettlement:

The WB's experience indicates that involuntary resettlement under development projects, if not mitigated, often gives rise to severe economic, social, and environmental risks; production systems are dismantled; people face impoverishment when their productive assets or income sources are lost; people are relocated to environments where their productive skills may be less applicable and the competition for resources is greater; community institutions and social networks are weakened;

The overall objectives of the policy are given below:

- Involuntary resettlement should be avoided where feasible, or minimized, exploring all viable alternative project designs.
- Where it is not feasible to avoid resettlement, resettlement activities should be conceived and executed as sustainable development programs, providing sufficient investment resources to enable the persons displaced by the project to share in project benefits.
- Displaced persons should be assisted in their efforts to improve their livelihoods and standards of living or at least to restore them, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implantation, whichever is higher.

The Resettlement Policy Framework (RPF) prepared for the project services as the guideline for BFD to oversee and monitor social safeguards actions relate to resettlement and rehabilitations. The specific objectives would be the following:

1. Social screening for identifying implementations on interventions on involuntary resettlement;
2. Social impact assessment and community consultations;
3. Inventory of lost assets and provisions for their restoration;
4. Preparation and implementation of resettlement plans;
5. Provision resources and institutional arrangement including grievance redress; and
6. Measures for monitoring of involuntary resettlement.

The World Bank has a set of lesser-known provisions relating to impacts delivering from "restriction of access" to natural resources in legally designated protected areas. These provisions are relevant in the case of SUFAL given that, overall, the project is not expected to necessitate any land acquisitions and resettlement.

2.6 Grievance Redress Mechanism:

BFD will establish a grievance redress mechanism (GRM) for the project to address complaints and grievances in implementing the project activities including SMF. Based on discussion and consensus, the GRM will try to resolve the issues/conflicts amicably and quickly to ensure unhindered implementation of the project activities.

BDF, as a part of GRM, will set up project and sub-project specific Grievance Redress Committees (GRCs) which will include representatives of forests dependent community, at least the local level, besides other relevant stakeholders including the representative of BFD itself. The GRC will carry out all its transactions in a transparent manner with full disclosure of the relevant information to the stakeholders. Decisions agreed at any level of GRC hearing will be binding on BFD and its partner's organizations involved in the implementation of the project.

In addressing the Grievances, bottom-up approach will be adopted. Grievances will be discussed at first at local level i.e, in group level to solve among the community themselves. If required, the issue will be referred to the upper tier GRCs at district/regional level and finally it may be addressed at central level in the PMU.

BFD will prepare the relevant process of smooth operation of the GRM. It'll develop a related Communication Policy which will be disclosed to the public and relevant stakeholders. The aggrieved stakeholders will be able to register their grievances. Further, at the sub-project /field level, it will also maintain a grievances register where by any case of grievance brought by aggrieved persons will be received and duly registered. All cases of grievance will be resolved with a reasonable timeframe not exceeding one month. In this regard, BFD/SUFAL management will develop an appropriate monitoring mechanism so that all concern will know and understand the status of grievance redress progress at implementation level.

All along the grievance redress process, the aggrieved person(s) will have the option to seek redress in a court law in Bangladesh. In this regard, BFD will facilitate the concerned persons from the forest dependent community, especially for the ethnic community is getting free legal aid from the relevant department/

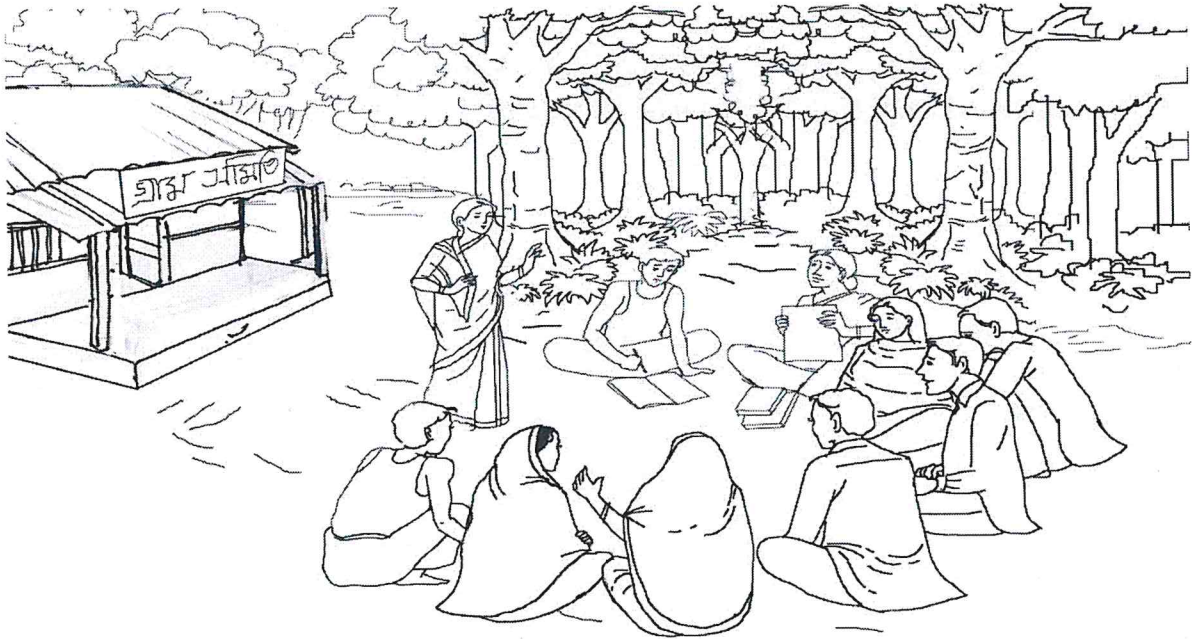
agency of the government. The PMU will also ensure that there is no cost imposed (such as for travel and accommodation) on the aggrieved person if the person belongs to a vulnerable group. In case communities and individuals who believe that they are adversely affected by project interventions he/she may also submit their grievance to the World Bank (WB) Grievance Redress Service.

Govt. ministries and departments follow activities relating to Grievance Redress System (GRS)-2015 (revised in 2018) to ensure transparency and accountability in project activities, services and all administrative works. If any tension and conflict arise within the local committees against project staffs and services then CFMC/CMEC will take initiative to address it locally. However, if the CFMC/CMEC fails to resolve complain then they will follow GRS-2015 guideline to resolve the complain

(For details please visit the following link <http://www.bforest.gov.bd/site/page/85195ebc-65a1-4f73-b4da-fbe2a26e541e/Policies-and-Instructions>)

Chapter-3

Good Governance



3.0 Good Governance in the Institution

Good governance is very important for Natural Resource Management. The committee will ensure rule of law, accountability, transparency and participation at every level of in the organizations. The Collaborative Forest Management Committee (CFMC)/PA Co-management Committee (CMC) and Forest Conservation Village (FCV) will implement activities as per the project guidelines and with the consensus of all stakeholders and beneficiaries. The committee will follow the transparent and accountable mechanism for receiving fund from SUFAL project; maintaining records of financial transaction and expenditure. The committee will ensure selection and participation of beneficiaries irrespective of their religious, social, racial and other identities. The committee will recognize the contribution of each member and person involved with the activities and will uphold the values and integrity. And thus, the community will ensure good governance in the activities.

3.1 Social Accountability in the Institution:

The CFMC/CMC will introduce social accountability in the organization to ensure and measure the performance of the committees which are assigned to look after the activities of the institutions. 2 committees & 5 sub-committees to coordinate and monitor the activities of community organizations. The committees are: Collaborative Forest Management Committee (CFMC)/PA Co-management Committee (CMC), Forest Conservation Village (FCV) and sub-committees are Forest Protection & Conservation Committee (FPCC)/Community Patrol Group; Social Audit Committee (SAC); Finance & Accounts Committee (FAC), Procurement Committee (PC); Village Credit and Savings Committee (VCSC); The Committee duration will be maximum 2 years.

The Forest Dependent Community will select the leaders for CFMC/CMC and FCV with the consensus of the members of the organizations. CFMC/CMC will monitor their performance through Sub-committees to know the progress of the project objectives and activities. If find gaps, limitations and discrepancies in their performance committee will review these together and the community will take necessary steps collectively. CFMC/CMC will provide them with all kinds of supports to overcome the limitations and carry forward their duties. The Committee will regularly sit with the six committees (including CFMC, CMC &

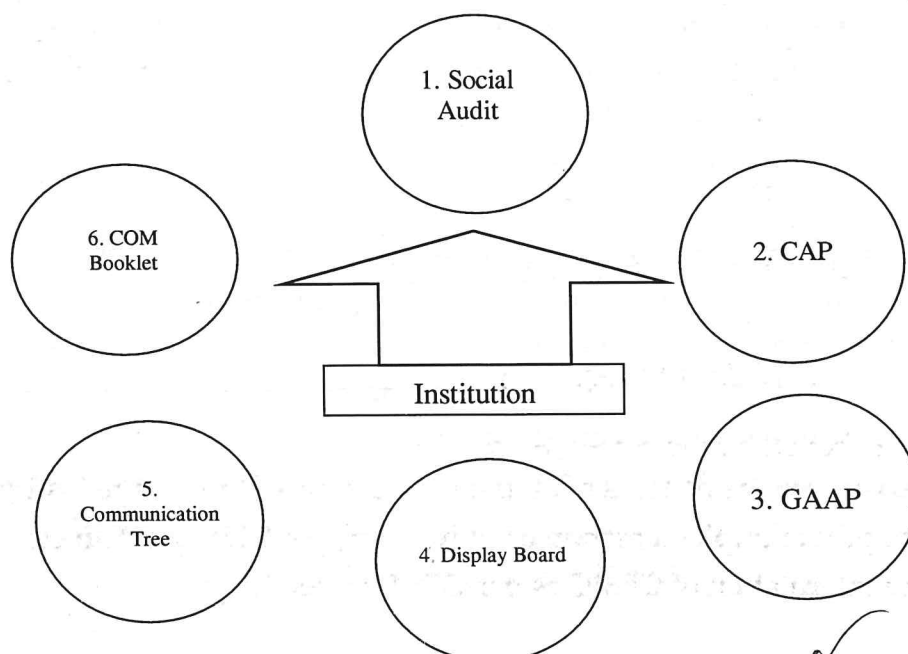
FCV) to get updates about the activities of the organizations. Thus, social accountability will be ensured.

3.2 Benefits of good governance and social accountability in the institution:

- The stakeholders and beneficiaries will get sense of ownership to the organization project;
- Consensus among the members regarding their responsibility will be developed;
- Collectiveness and integrity towards organization's value and ethics will be enhanced;
- Corruption practices will be Checked and barred with transparency mechanisms;
- Proper execution of project activities will be ensured;
- Social bonding among the members will be built-up and the it will bring benefit to us in future;
- CFMC/CMC will be able to address conflicts by themselves.

3.3 How can the community ensure good governance and social accountability in the institution?

In order to ensure good governance and social accountability in the institution, community will take a number of measures. These measures are discussed bellow:



The institutions have a very good understanding on six the tools mentioned above. If the committees can conduct those properly, The FDC will be able to achieve the goals and objectives of the institution.

3.4. Social Audit (SA):

Social Audit is a tool used to ensure Social Accountability in the village institutions where group members act as supervisory body of the FCV. It is a process through which the activities of Forest Conservation Village (FCV), Credit and Saving Committee (VCSC) and other committees are verified in a systematic manner. By using this tool, CFMC can verify whether the committee members have done the tasks properly they were supposed to do. The problems, if any, in the ongoing activities can be identified through Social Audit and discussed in the FCV meeting. Leaders of various committees are held accountable for their actions to the FCV. All the members will discuss the problems and issues identified by Social Auditing in the Finance & Accounts Committee (FAC) meeting, and come up with effective solutions. Through this process, the quality of work of the committee leaders will improve significantly in comparison with the past. Every one of the village institutions will get the benefits of SA.

Through the Social Audit, community members can easily understand whether poor people are getting benefited from the activities of CFMC, community members can also understand whether poor people are being able to avail of the opportunities explored by the village institutions in improving their livelihood. The Social Audit helps community members identify the potential threats in this regard and find out the way-out of the threats and deal with challenges. Besides, the SA helps verify whether the activities of village institutions are being implemented as per the COM guidelines. It also helps community verify whether the agreements between BFD and CFMC are being followed properly.

This is very important to keep in mind that the Social Audit is not meant to harass the leaders by finding out their mistakes only. Its main purpose is to improve the quality of services so that everyone of the village can be benefited.

3.4.1 Benefits of Social Audit (SA):

Social Auditing benefits us in many ways:

- It helps ensure the benefits of all the poor people of the village institutions;
- Ensure proper implementation of activities as per COM guidelines;
- Ensure information of CFMC as per COM guidelines;

- Unveil any case of misappropriation of funds quickly as takes place and check the recurrence of such cases with the help of FCV;
- Know the underlying reasons of any wrongdoing and take proper steps to avert recurrence of such cases;
- Verify whether the VCSC, FPCC and other committees keep records of all the financial transactions properly;
- Verify whether the Procurement Committee followed the procurement rules as defined in the COM;
- Ensure maintaining the good quality of project implementation;
- Look after whether the Sub-project Committees have done their works properly.

3.4.2 Responsibilities of Social Audit Committee (SAC):

SAC plays a vital role in village institutions. The committees will be able to ensure good governance and social accountability in the village institutions if SAC performs properly that will also motivate other committees to perform properly as well. As a result, the village institutions as a whole will perform better.

SL. No	Content	What to Verify	How
01	The committees are formed as per COM guidelines;	• Whether the female, poor and hardcore poor are in right proportion in the committee; • Whether the majority of the FCV members have supported the inclusion of the members in the committee; • Whether separate bank accounts have been opened in the names of VCSC Sub-project Committee.	• To verify committee members' names with PIP list; • Verify the documents of bank accounts; • Remain present at the meetings when committees are formed; • Verify the meeting regulations.
02	Ten Principles are to be followed in all activities for all stakeholders;	• Whether the 10 principles are explained to all CFMC/CMC members; • Whether the committee members are aware of 10 principles;	• Observe whether 10 principles are discussed in the FCV meetings; • Recommend, if not discussed;

SL. No	Content	What to Verify	How
		Whether the committee members and others stakeholders abide by the 10 principles;	Oversee the performances of other committees.
03	Enlistment of vulnerable, hardcore poor and poor	- Whether any eligible person excluded from the list; - Whether the CFMC/CMC has included any new member or excluded any existing one; - Whether all the members know about their enlistment;	- Verify the list of poor and hardcore poor; - Share opinion with the poor, hardcore poor and vulnerable persons; - Verify regulation book of CFMC/CMC.
04	Activities of CFMC/CMC, savings, formation of VCSC and loan distribution	- Whether internal landing among the members initiated; - Whether respective bank accounts are opened; - Whether the CFMC/CMC approved the necessary rules and regulations; - Whether savings and loan records of VCSC are kept properly; - Whether VCSC Cashiers received foundation training.	- Verify all loan applications; - Crosscheck loan register, and passbook; - Verify training participants list.
05	Fixation of Fund Guidelines	- Whether fund guideline articulated, and put black and white; - Whether VCSC approved loan rules; - Whether photograph of borrowers affixed to loan application; - Whether any discrepancy taking place in loan distribution;	- Check regulation book of VCSC; - Verify written loan guideline; - Verify loan applications; - Exchange views with the borrowers;
06	Authenticity of financial transactions as recorded by VCSC	Whether savings and repayments of fund/ loan installments of the members are properly	Verify all the documents at least once a month;

SL. No	Content	What to Verify	How
		the respective committees; • Whether the persons responsible for implementing the recommendations are performing accordingly.	
14	Collection of information	• When required, collection of information regarding misappropriation, conflict etc.	• Verify documents and discussion with concerned persons, as required.

3.4.3 SAC Meeting and Reporting:

- SAC meeting will be held at least once a month;
- At least 2 persons' attendance at a meeting is a must for a quorum;
- The SAC convener will convene a meeting. In emergency cases, if the convener is absent, any member can convene a meeting;
- The members will be notified 3 days prior to a meeting. In case of emergency, the meeting can be held at any time;
- Observations of SAC members during the previous month will be an agenda of the meeting to discuss and set actions;
- Regulations of the meeting will be prepared in the SAC register and all the members will sign accordingly;
- SAC will prepare a quarterly report based on their observations. It must be submitted and presented in the CFMC meeting for taking appropriate actions.

3.4.4 When a SAC membership is cancelled?

The SAC membership can be cancelled in two ways:

a. For personal reasons

- Severe illness;
- If a member migrates to some other place;
- If a member gets married and leaves the village;
- If a member passes away.

b. CFMC preserves the right to remove a member in following cases:

- If a member fails to carry out the responsibilities properly;
- If a member violates the rules of the core values 'Dash Neeti';
- If a member fails to follow the guidelines of COM;
- If a member deliberately does not repay the loan.

3.5 Governance and Accountability Action Plan (GAAP):

CFMC/CMC will be aware and remain careful about any conspiracy which can undermine the objectives and activities of the organizations. The committee will take pre-cautionary measures to stop any such attempts for the better implementation of the project activities.

3.6. Community Assessment Process (CAP):

The members of all committees will sit together to measure the progress of the institutions. Community will take self-assessment measures to evaluate the performance and short comings of the organizations and associated committees. After identifying the progress and areas for further development, the committee members will then sit together to formulate future plan of actions. Everyone will contribute to the development. After developing the plan, it will be kept in open space for getting further feedback from the members.

3.6.1 CAP implementation steps and tools:

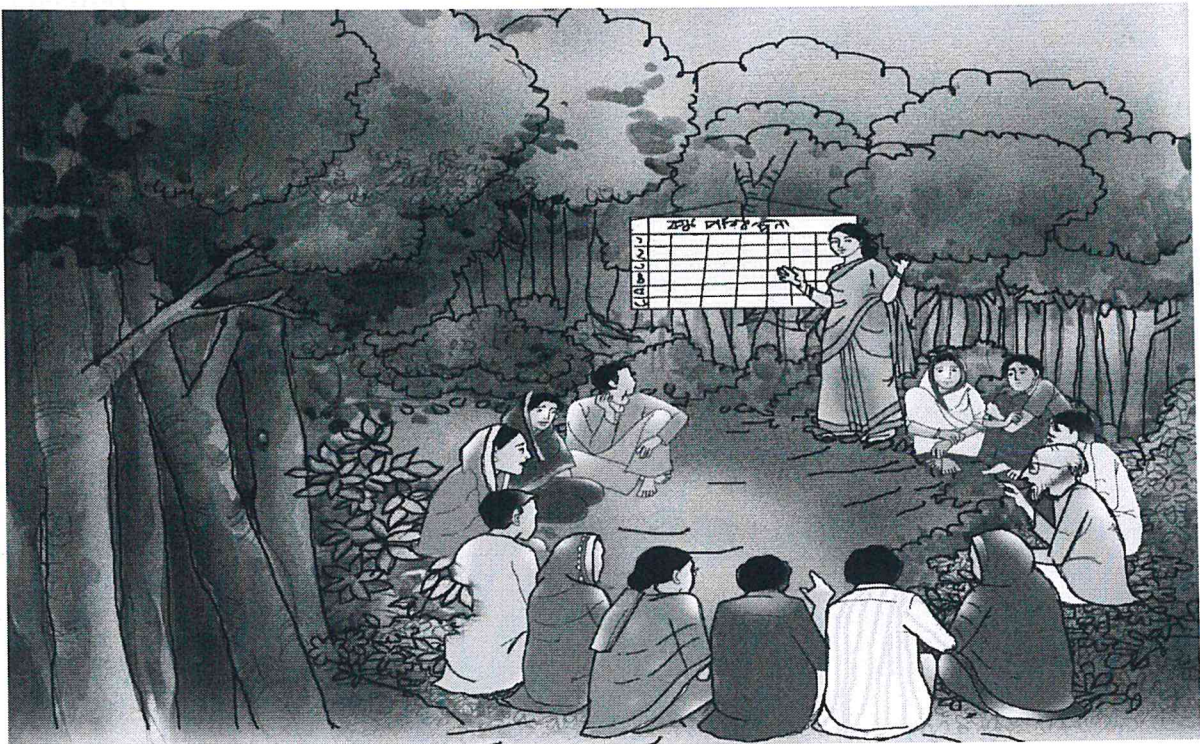
Step-1: Preparatory Work

- One or more facilitators will lead the CAP process
- Facilitators will finalize the duration (two days) and time for CAP in consultation with the members of the organizations
- Facilitators will conduct a Pre-CAP orientation with the members of the institutions
- Facilitators will ensure participation of all members in the meeting.

Step-2: Assessment of resources and activities

CFMC/CMC will assess the activities of all committees and necessary resources for implementation of the activities. They will ensure that resources including

Community Professional (CP)



✓

✓

4.0 Who is Community Professional (CP)?

A community professional is a member from a forest adjacent village who is dependent on forest resources for his livelihoods, and is experienced and knowledgeable about forest and its wildlife and who is engaged with forest conservation and community development programs. He is an active member of forest conservation committees. The Community Professionals (CPs) play important role in implementing community operations manual through facilitating field implementation of activities with community, forest department, local government institutions and other actors.

4.1. Why community people will receive services from CP?

- CPs are selected from nearest forest villages;
- They are familiar to the local people as well as to the forest department and other stakeholders;
- CPs are experienced in conducting forest conservation and village/ community development projects;
- CPs live within the community and they can timely and cost-effective implementation of the community development activities;
- The quality in performance of CPs work is ensured the village communities.

4.2. Services of CPs:

Community Professionals are experienced and familiar with community development approaches and tools. They will play important role in implementing community operational manual by providing following services to the following sectors:

- Maintaining regular communication among local level forest
- Beneficiary selection through participatory and collaborative approach
- Formation of village committees and sub-committees
- Identifying alternative and sustainable livelihoods for forest dependent communities
- Community Mobilization:

- Institutional Development:
- Developing proposal for SUFAL
- Financial management and loan disbursement and collection
- Monitoring progress activities & conflict resolution:
- Procurement and purchase
- Social Accountability & Audit:
- Governance and Accountability Action Plan (GAAP):
- Community Assessment Process (CAP)

4.3. Criteria of CPs Selection:

Community Professionals will be selected among from the forest dependent local communities. The following criteria will be followed during selection of Community professionals (CP).

- CPs should be members of forest dependent village where the villagers are poor and heavily dependent on forest resources for their livelihoods.
- CPs must have previous experiences (2/3 years) in community mobilization and running community organizations.
- CPs should have sound knowledge on conservation approaches and community development.
- CPs should have training facilitation experiences
- CPs should have monitoring and conflict resolution skills;
- CPs should have loyalty and integrity to the project objectives and activities

4.4. Responsibilities of CPs:

CPs will perform the following responsibilities under the guidance of village committees

- Perform day-to-day responsibilities as per the COM guidelines;
- Monitor and look after conservation and livelihood works in the village;
- Facilitate livelihoods and other trainings for the community people;

- Attend the project meetings at forest beat offices/DFO offices and convey meeting decisions to the village committees;
- Help Research/evaluation/project teams during their visit to the specific areas;
- Prepare the progress reports (monthly/bimonthly/quarterly);
- Help village committees and forest beat office manage to prepare status of forest resource conservation initiatives.

4.5. CPs Selection Steps:

Village committees and forest beat offices will jointly select the CPs. CPs will be selected after formation of the village committees. The Collaborative Forest Management Committee (CFMC)/CMC will ask the village committees and village sub-committees to prepare list of potential CPs. The village committees and sub committees will call applications from eligible CPs and they will send the list of potential CPs to CFMC/CMC. A five member's interview board will be formed with the members from all committees to select the CPs. Once the CPs are selected the list of selected must be approved by the concerned DFO office and it should be displayed at the notice boards of DFO office, Range Office, Beat Office and CFMC/CMC office.

4.6. CPs Grading:

The probationary period of CPs will be six months. After six months probationary period CPs will be recruited as regular staff of the project depending on performance. Their performance will be evaluated in three categories-A, B and C. After the recruited as a regular staff all CPs will be treated as C category staff and they will be promoted to category-B and then to category A staffs depending on their performance. Their performance will be measured through putting a range of numeric (1-3) points against six criteria. The highest score will suggest for better performance. For promoting to B and A category a candidate must get sixty percent number out of total score (18).

Table: Grade measuring matrix

Criteria	How to Assess	Score
Years of working experience and	Checking village institution resolution and report of Social Audit Committee	
Training facilitation skill	Feedback from the participant	
Performance in the project meeting at forest Beat and DFO office	Meeting resolution	
Communication Skill	Communication documents	
Reporting and documentation skill	Reports	
Leadership capacity	Feedback from Village committee	
Total		

4.7. Fees for CPs:

Monthly fees and daily allowances for CP will be determined by the Collaborative Forest Management Committee (CFMC)/Executive Committee of Village Conservation Forum (VCF-EC) and it will not be considered obligatory for all CFMC/VCF-ECs. It will depend on the financial capacity of the CFMC/VCF-EC.

Apart from monthly salary they will also be titled for getting daily allowance for attending meeting and other events outside of the working areas. The rate of daily allowance will be calculated in the following categories.

Area	Transport (up & down)	Food (per day)	Accommodation (per night)
Upazila	150	200	250
DFO office/district	200	250	300
Outside district	As per the distance	300	450

* As per the project budget

4.8. Monitoring of CP Activities:

The village level sub-committees under the supervision of Collaborative Forest Management Committee (CFMC)/CMC will monitor the activities of CPs in light of the following matrix.

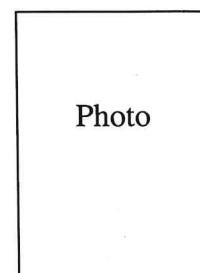
Table-Monitoring matrix for CP's activities

Level of understanding	• Monthly meeting resolution on issues discussed and • Report submitted to the forest beat offices
Capability of delivering responsibilities	• Attendance registrar • Quarterly and annual progress and financial reports
Innovation	• Livelihood demonstration plots • Livelihood report cards
Quality and Sustainability	• Records of earning from livelihoods activities.

Annexure- 5

Application for Community Professional (CP)

A. Personal Details



- Name :
- Sex :
- Father's/Mother's/Husband's name:
- Village :
- Date of birth :
- Education :
- Key qualifications
 - a)
 - b)
 - c)
 - d)
- Previous experiences in relevant field

Table: list of previous experiences

SL	Name of the position	Name of the organizations/Program	Key responsibilities	Duration	Key achievements

6

d

Annexure-6

CPs' Database Format

Name of CP	Father/Husband name	Age	Sex	Village	Union	Grade			Education	Joining date	Number of experience years	Poor	Extreme poor
						A	B	C					

Annexure- 7

CPs' Income Register

- Name :
- Father/Husband Name :
- Designation :
- Educational Qualification :
- Poor/Extreme Poor :

Sl	Subject	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec

Annexure- 8

Annual Plan Format

Indicator	Activities	Duration				Deliverables
		Q 1	Q 2	Q 3	Q4	