



COMMUNITY BASED ORGANIZATION (CBO) BUILDING



DIRECTORATE OF FORESTS
GOVERNMENT OF WEST BENGAL



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PREFACE

This manual on CBO Building is prepared to develop capacities of the frontline staff to cope with the present need of development of interpersonal interactions. The lists of references are provided at the end of the manual.

Forest frontline staff works under various situations for discharging their duties and comes in contact with diverse population. The nature of their work needs to build all round relationship with people of diverse mentality. They are also often placed in remote locations where they are compelled to take help from the local people for mere survival. To keep pace with the Joint Forest Management, development of Community Based Organization will render help to exert their official duties possibly in a better way.

We hope that the manual will be helpful for the forest staff to manage emergency situations in their day to day life.

Kolkata,2015

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Lesson 1

1 Hour

Lesson Plan

Objectives: This training module aims at developing understanding of the trainees about the different roles and responsibilities of the Community Based Organisations under JFM.

Lesson Topic	Expected Outcome
Roles and responsibilities	At the end of the module trainees will be able to explain the roles responsibilities, rights and accountability of Forest Range Officer, Forester, Forest Guard, JFMC Executive Committee members, General Body members and SHG as per JFM Resolutions

Topics:

- Objective of the lesson
- Concept of Community Based Organisation
- Roles, responsibilities, rights and accountability of different functionaries under JFM

Concepts used in the module:

- The concept of Community Based Organisation
- West Bengal Government Resolutions on JFM to ascertain roles and responsibilities of different stakeholders

Approach:

- Trainer will use the concept and approaches of Adult Learning Principle to deliver the training
- Group exercises will be done to engage the participants and have experiential learning.

Backward linkages: Module on JFM Stakeholder

Forward linkages: Module on Maintenance of Records

Materials

- Hand outs and reference material on Roles and Responsibilities of CBOs
- Power point presentation
- Chart paper and sketch pen for group work

Time required:

- Objectives of the lesson 5mins
- What is Community Based Organisation 10 mins
- What are the different CBOs under JFM 5mins
- Roles and responsibilities of different CBOs in JFM 25mins
- Question answer session in the form of quiz and wrap up 15 mins



Lesson 1: Roles and Responsibilities

1.1 What is community based organisation

According to the National Community Based Organisation Network (<http://www.sph.umich.edu/ncbon/whatis.html>), “Community–Based Organization is one that is driven by community residents in all aspects of its existence and

- The majority of the governing body and staff consists of local residents,
- The main operating offices are in the community,
- Priority issue areas are identified and defined by residents,
- Solutions to address priority issues are developed with residents, and
- Program design, implementation, and evaluation components have residents intimately involved, in leadership positions”

Considering the above definition the JFMC and SHGs can be considered as Community Based Organisation (CBO). The front line staffs of the forest department have functional linkages with members of the JFMCs and SHGs. The roles, responsibilities, rights and accountability varies based on the position and purpose. As discussed in the previous module of JFM stakeholders forest department, JFMC and SHGs have different roles and responsibilities in terms of ensuring protection, production, harvest and share of benefits under JFM program. Within the department and the CBOs the roles, responsibilities and accountability varies based upon the positions. Some of the roles are explicitly mentioned in the JFM guidelines but some are implicit and are being followed based upon the norms and protocols.

The roles and responsibilities of different actors of the Forest Department in terms of protection, production, harvesting and benefit sharing are discussed in the following section.



Roles and Responsibilities of different functionaries under JFM

Roles, Responsibilities and Rights			
Levels	Protection	Production	Harvest
<p>Range Officer</p> <p>Responsible for protection of forest at Range level and take help of JFMC to ensure protection</p> <p>As per the GO on JFM, Divisional Forest Officer forms the JFMC in consultation with the Karmadhakshya of the panchayat samity but the Range Officer actually plays important role in maintaining contact with the panchayat samity, selection of beneficiaries, organize meeting for formation of the committee.</p> <p>He/she also nominates one head forest guard/forest guard/ban mazdur/ban sramik as member of the executive committee of the JFMC and</p> <p>Acts as an observer during the Annual General Meeting of the JFMC where the representatives of the beneficiaries to the EC are elected.</p> <p>Conducts Range Level Coordination Committee (RLCC) meetings of the JFMCs</p> <p>Guides the JFMC on forest protection and management issues and biodiversity conservation</p> <p>Resolve conflicts within and among the JFMCs</p> <p>Create awareness for conservation of forest among the JFMC members.</p> <p>Upon receipt of complaints from JFMC or otherwise inquire / investigate or arrange investigation in respect of forest / wildlife offences or any other offences. He/she is also responsible for successful / effective prosecution of court cases booked under JFA, 1927, Wildlife (Protection) Act, 1972, other Act, Regulation & Rules, maintaining of relevant court records, etc.</p> <p>Monitor the activities of the JFMC</p> <p>As per the Indian Forest Act 1927 he/she has the power to take charge of forest produce on the conclusion of a trial of forest offence</p> <p>Enjoys the Power to prevent commission of offence</p>	<p>Though the GO on JFM does not assign specific role to Range Officer but he/she guides the JFMC on technical issues like nursery preparation, silviculture management, SMC measures, in situ and ex situ conservation methods etc to improve the productivity.</p> <p>Also guides the JFMC to prepare the micro plan in consistency with the working plan of the designated forest area.</p> <p>Prepare annual action plan for execution of work as per the working plan prescriptions and micro plan documents.</p> <p>Responsible for execution of all development works including planting, nursery etc in the range and act as implementing officers of the development work</p> <p>Oversees the works executed by the JFMC and their registers and records.</p>	<p>Check the extraction, disposal, movement etc. of forest produce within their jurisdiction.</p> <p>Responsible for overall supervision of the works related to the timber extraction and its transportation and disposal at the range level</p>	<p>Distribute the net sale proceeds among the JFMC members</p> <p>Distribute compensation for crop damage etc caused by wild animals</p> <p>Execute all the fringe development activities/Entry Point Activities in the village as per the micro plan under JFM related projects and FDA</p>





<p>Forester</p>	<p>Acts as the Member Secretary of the JFMC</p> <p>Can also nominate head forest guard/forest guard/Ban Mazdur/Ban Sramik who can act as the Member Secretary</p> <p>Convenes meetings of the EC of the JFMC where all the protection related decisions are made</p> <p>Maintenance of records such as JFMC register and Minute book of the EC of the JFMC. Sends duly attested proceedings of the AGM to Range Officer</p> <p>Conducts Beat Level Coordination Committee (BLCC) meetings of the JFMC</p> <p>Takes active role for protection of forest resources through patrolling and assist Range officer to take action against the offenders as per the Indian Forest Act, Wild Life Protection Act and any acts and rules made there under</p> <p>Maintain contact, coordinate between the forest department and the JFMC and build partnership</p> <p>Disseminating information on projects, schemes, new plans, forest laws</p> <p>Answerable for all the administrative and financial activities of the JFMC</p>	<p>Guides the JFMC to prepare micro plan where the forest development related activities are included</p> <p>Assist the Range Officer to implement all the forest development activities like nursery development, plantation, ANR, silvicultural operations, SMC measures, fire management etc</p>	<p>Assist Range Officer in harvesting operations including marking of the trees, harvesting, carriage etc</p>	<p>Jointly operates the account of the JFMC as Member Secretary</p> <p>Maintain the cash book, pass book, bank book, cheque book of the JFMC</p> <p>Approve the accounting statement by the members and send a copy to Range Office</p> <p>Ensures smooth distribution of usufructory benefits to the JFMC</p> <p>Plan with the JFMC for effective utilization of the JFMC fund and its proper utilisation</p> <p>Ensure timely audit of JFMC account</p>
<p>Forest Guard</p>				
<p>While acting as Member Secretary assumes the above mentioned roles.</p>				
<p>Assist the Forester for implementation of all the works related to protection, production, harvesting and benefit sharing to the JFMCs.</p>				
<p>JFMC/ Executive Committee</p>				

<p>Ensure protection of forest/plantation/wildlife through members of the committee</p> <p>Protect forest/plantation/wildlife through members of the committee</p> <p>To inform forest personnel about any person or persons attempting trespass and willfully or maliciously, damaging the said forest(s)/plantation(s)/ wildlife or committing theft thereon.</p> <p>To prevent such trespass, encroachment, grazing, fire, poaching, theft or damage.</p> <p>To apprehend or assist the forest personnel in apprehension of such person or persons committing any of the offences mentioned above.</p> <p>To report about activities of particular member which are found prejudicial and detrimental to interest of a particular plantation and or/forest wildlife to the concerned Beat Officer/Range Officer</p> <p>To assist the forest officials to take action or proceed under Indian Forest Act, 1927 and the Wildlife (Protection) Act, 1972 and any Acts and Rules made thereunder, against the offenders, including any erring members of the Committee found to be violating the Act or damaging the forest/ plantation/wildlife.</p> <p>To ensure that usufructuary rights allowed by the Govt. is not in any way misused by any of themembers and forest/plantation sites are kept free from any encroachment whatsoever.</p>	<p>To ensure smooth and timely execution of all forestry and fringe area development works taken up in the area by extending necessary help to the officials of Forest Department.</p> <p>To assist the concerned Forest Officials in the matter of selection/engaging of labourers required for forestry work.</p> <p>To develop norms for collection of NTFPs including medicinal plants by the JFMC members without causing damage to the forest</p> <p>Prepare the microplan of the JFMC area with technical guidance from Beat Officer/Range Officer and get the plan approved by the EC and the General Body</p> <p>Learn and apply skills for in situ and ex situ conservation of biodiversity</p>	<p>To ensure smooth harvesting of forest produce by the department</p> <p>To assist concerned forest official in proper distribution of the earmarked portion of the net sale proceeds among the members of JFMC</p>	<p>To protect the forest and wildlife for at least five years to be eligible for sharing of usufructs</p> <p>Develop norms for collection of fallen twigs, grass, fruits (excluding cashew), flowers, mushroom, seeds, leaves and intercrops raised by JFMC free of royalty but without causing damage to the forest</p> <p>To assist the concerned Forest Official in proper distribution of the earmarked portion of the net sale proceeds among the members of the Committee</p>
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President of the JFMC

The GO on JFM in West Bengal states that the members of the Executive Committee shall elect the President in each meeting. So there is no President in the EC elected for a fixed term and his/her role is confined to that meeting only.
The proceeding of the AGM of the JFMC is recorded under the signature of the President, duly attested by the Member Secretary and sent to the concerned Range Officer for record.

Treasurer

There is no mention about the Treasurer in the GO. However, looking into the provisions of JFMCs to handle funds for execution of works under FDA and other projects by themselves it is desirable to have a Treasurer elected by the EC members of the JFMC.

The main functions of the Treasurer will be

- To regularly maintain the financial records of the JFMC
- Give information about these records to the JFMC members.
- Handle the JFMC bank account jointly with the member secretary
- Get the accounts audited annually and present them to the JFMC for approval.

SHG

There is no mention about the SHG in the GO but number of SHGs are formed under the JFMCs. Such SHGs are formed under different projects with an objective to provide livelihood support to the members by providing them some revolving fund, capacity building and skill building training etc.

Lesson 2

1 Hour

Lesson Plan

Objectives: This training module aims at developing understanding of the trainees about the record keeping requirements of JFMCs.

Lesson Topic	Expected Outcome
Maintenance of Records	At the end of the module trainees will be able to explain what are the types of records to be maintained by the JFMC and how to disseminate the information of the records among different stakeholders

Topics:

- Objective of the lesson
- Records to be maintained by the JFMCs
- Records to be maintained by the SHG
- How to disseminate the information of the records to different stakeholders

Concepts used in the module:

- West Bengal Government Resolutions on JFM about record maintenance
- CBO record management

Approach:

- Trainer will use the concept and approaches of Adult Learning Principle to deliver the training
- Group exercises will be done to engage the participants and have experiential learning.

Backward linkages: Module on Roles and Responsibilities

Forward linkages: Nil

Materials

- Hand outs and reference material on Maintenance of records
- Power point presentation
- Chart paper and sketch pen for group work

Time required:

- Objectives of the lesson 5mins
- What are the records to be maintained by the JFMC 20mins
- What are the records to be maintained by JFMC 5mins
- How to disseminate the information 10mins
- Group discussion and wrap up 20mins



Lesson 2: Maintenance of Records

2.1 Records to be maintained as per the JFM Guidelines

As per the JFM Resolution of the state of West Bengal, the JFMC has to maintain the following records:

Beneficiary Register

As per the Government Resolution on JFM, the Executive Committee of Joint Forest Management Committee has to maintain a register showing the necessary particulars of the beneficiaries who are members of committee in terms of

- Name
- Father's name
- Address
- Age
- Number of family members
- Name of nominee

Nomination form

Nomination form duly filled in and approved by the Executive Body should be pasted in the register. Such register will also be maintained in the range office for permanent record.

Minute Book

The Executive Committee of the JFMC should also maintain a "Minute Book" where the proceeding of the meetings of the Executive Committee held from time to time and the proceeding of the Annual General Meeting will be recorded under the signature of the President of the Committee and such minute duly attested by the Member Secretary would be send to the Range Officer for permanent record.

Approved copy of microplan

Though it is not mentioned in the Government Resolution but JFMC also must have an approved copy of the micro plan in vernacular language

Patrolling Register/Duty Register for the JFMC members

As one of the main functions of the JFMC is to ensure protection of forest and many JFMCs are following the system of rotational patrolling voluntarily by its members, they maintain Patrolling Register/Duty Register for their members. Through this register it also becomes clear how the members are discharging their duties to protect the forest. This is to be maintained by the Executive Committee.

Plantation Register

It is suggested that JFMC should also maintain the yearly plantation register to record the status of plantation and through this can plan for protecting/maintaining young plantation areas through grazing management. This would be maintained by the Executive Committee duly attested by the Member Secretary.

Records to be maintained by the SHGs

There is no mention about the SHGs in the Government Resolution but in case of the SHGs formed under the JFMC they should maintain the following records

- List of member with name, address and nominee
- Meeting Resolution Book
- Bank Pass book and cheque book
- Cash book for intra group loaning

2.2 Dissemination of information maintained in the records to all the stakeholders

As in case of JFMC the Executive Committee and the Member Secretary is responsible for maintaining the records, it is important that these are shared to the general body members in the AGM and also from time to time to ensure transparency.

Any new inclusion or exclusion of members is to be informed to the general body and also to the AGM. The minutes of the resolutions taken in the previous meeting is to be discussed in the subsequent meeting for follow up.

The progress of micro plan is to be discussed in the meeting of EC with the Member Secretary and Range Officer.

The major works carried out, expenditure incurred etc is to be displayed through permanent display board for dissemination of information and maintaining transparency. It could be at the location of work and also in the Community Hall/Centre of the JFMC/SHG/village



Lesson 3

1 Hour

Lesson Plan

Objectives: This training module aims at developing understanding of the trainees on how to conduct meetings of the JFMCs

Lesson Topic	Expected Outcome
Conducting meetings	At the end of the module trainees will be able to explain how to conduct different types of meetings of the JFMCs effectively.

Topics:

- Objective of the lesson
- Possible meetings of JFMCs
- Purposes of each meeting
- Convenor of the meeting
- Setting Agenda
- Protocols to be followed
- Record keeping
- Process of decision making
- Follow up

Concepts used in the module:

- Decision making approaches
- West Bengal Government Resolutions on JFM to conduct meeting of JFMCs

Approach:

- Trainer will use the concept and approaches of Adult Learning Principle to deliver the training
- Group exercises will be done to engage the participants and have experiential learning.

Backward linkages: Nil

Forward linkages: Nil

Materials

- Hand outs and reference material on Conducting meeting
- Power point presentation
- Chart paper and sketch pen for group work

Time required:

- Objectives of the lesson 5mins
- What are the possible meetings of JFMCs 5mins
- Purposes of each meeting 5mins
- Convenor of the meeting 5mins
- Setting agenda for a meeting and protocols to be followed 5 mins
- Record keeping 5 mins
- Process of decision making and follow up 15 mins
- Question answer session in the form of quiz and wrap up 15 mins

Lesson 3: Conducting Meetings

3.1 Possible meetings of JFM

As per the Government Resolution, the Executive Committee of the JFMC should hold one Annual General Meeting (AGM) in each year.

The Executive Committee shall meet at least once in every two months.

3.2 Purpose of each meeting

Purpose of AGM

- The representatives of the beneficiaries to the Executive Committee are elected by the general body members in each year during the AGM.
- Discussion on distribution of usufruct sharing
- Discussion on activities of the committee
- To take up plan of work on JFM support activity for the forthcoming year
- To resolve conflict, if any

Purpose of EC meeting

- To discuss issues related to ongoing forestry works
- Discussion on preparation and implementation of micro plan
- Discussion on JFM support activities
- Discussion on any other emergent works

3.3 Convener of the meeting

Member Secretary is the convener of the meetings. He/she serves inform all the members by serving notice.

3.4 Setting agenda for a meeting

The agenda for AGM is fixed to elect the Executive Committee members.

However, agenda for the EC meetings are fixed as per the need and requirements.

3.5 Protocols to be observed during a meeting

There is no guidelines mentioned regarding observing any fixed protocol for the meeting.

3.6 Record keeping

The minutes of the meeting is generally prepared and maintained by the Members Secretary. The issues discussed, views expressed by different members and the resolutions taken are recorded in the Minutes Book. The Minutes Book is kept with the Member Secretary. However, it is desirable that the Executive Committee takes the responsibility to maintain and keep the Minute Book.

3.7 Process of decision making

Any decision is taken based on consent by the majority of the members. Discussion and consensus based process is followed for taking any decision. Though in case where there are two equally strong opposing groups within the JFMC, it becomes difficult to come to any conclusion and the matter remains unresolved for long.

3.8 Follow up

Follow up of the decisions /resolutions taken in the meetings are being done by the Executive Committee and Member Secretary.



Lesson 4

1 Hour

Lesson Plan

Objectives: This training module aims at developing understanding of the trainees about the Fund Management practices under JFM.

Lesson Topic	Expected Outcome
Fund Management	At the end of the module trainees will be able to explain how to manage the fund of JFMC more effectively

Concepts used in the module:

- Fund Management by the CBOs

Approach:

- Trainer will use the concept and approaches of Adult Learning Principle to deliver the training
- Group exercises will be done to engage the participants and have experiential learning.

Backward linkages: Nil

Forward linkages: Nil

Materials

- Hand outs and reference material on Fund Management
- Power point presentation
- Chart paper and sketch pen for group work

Time required:

- Objectives of the lesson 5mins
- Role of JFMC to manage fund as per the government resolution 5 mins
- Joint Bank Account and creation of a post of Treasurer in JFMC 10 mins
- Role of Treasurer 10 mins
- Maintenance of Accounts of JFM 15 mins
- Group Discussion and wrap up 15 mins

Lesson 4: Fund Management

4.1 Role of JFMC to manage fund as per the JFM Resolution

There is no mention about the sources of fund and financial management by the JFMC in the existing Government Resolution. It is mentioned that member of the JFMC will receive 25% share of net sale proceeds of firewood/pole/timber. As there is no mention about the fund of JFMC, there is no provision for the post of Treasurer also in the JFMC.

In some cases the share is deposited in the JFMC Joint Account, operated by two/three members nominated by the JFMC. The money is distributed to the members. Some JFMCs also keep some fund aside to undertake village/community development activity of their JFMC.

4.2 Joint Bank Account and creation of a post of Treasurer in JFMC

As there are many projects coming up where money for the implementation works would be directly transferred to the JFMC account it is desired to elect one Treasurer from among the Executive Members. Each JFMC should have a Savings Bank Account with joint signatories, one must be the Member Secretary. The other two could be the Treasurer and President of the JFMC. Since these three office bearers are involved in all finance related activities, they together would be responsible and accountable towards the Executive Committee and JFMC.

4.3 Role of Treasurer

The Treasurer should maintain the cash book and bank book. All the deposits and withdrawal from the bank would be recorded in the cash book.

All the records such as cash book, accounts register, receipt book, pass book, cheque book, sale record, share from net sale proceeds etc will be under the custody of the Member Secretary. Treasurer has to work in close coordination with the Member Secretary.

4.4 Maintenance of Accounts of JFM

All the expenses will be in line with the rules laid down by the Executive Committee and as authorized by the EC and recorded in the proceedings of the EC meetings.

In every meeting, the Executive Committee will review the accounts of the previous month. If considered appropriate by the EC, they may authorize two or more members to inspect and review the accounts.

The financial accounts of the JFMC will be closed at the end of every year and the cash book will be closed at the end of every month.

The Treasurer would present the annual income and expenditure account in the Annual General Body Meeting.



