

PART 3

Minutes of  
2<sup>nd</sup> Meeting  
held on  
25<sup>th</sup> March, 2013

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## **Minutes of 2<sup>nd</sup> Meeting of the Governing Body of West Bengal Forest and Biodiversity Conservation (WBFBC) Society, held on 25.03.2013**

The 2<sup>nd</sup> meeting of the Governing Body of West Bengal Forest and Biodiversity Conservation (WBFBC) Society was held on 25<sup>th</sup> March, 2013 at Aranya Bhavan. The quorum for the General body meeting (6 out of 12 members) represented by the following members, attended the meeting, along with the invitees:

### **Members:**

1. Dr. S.K. Das, Additional Chief Secretary Department of Forests – Chairperson
2. Sri S.B. Mandal, Principal Chief Conservator of Forests, Wildlife & Chief Wildlife Warden, W.B. – Member
3. Sri Rakesh Sinha, Managing Director, West Bengal Wasteland Development Corporation – Member
4. Sri N.C. Bahuguna, Managing Director, West Bengal Forest Development Corporation Ltd. – Member
5. Sri N.K. Pandey, Addl Principal Chief Conservator of Forests, West Bengal – Member
6. Sri S. Dhaundyal, Addl Principal Chief Conservator of Forests, Finance, W.B. & Project Director WBFBC Project – Member Secretary

### **Invitees:**

7. Sri Sukanta Mukhopadhyaya, Joint Secretary, Department of Finance, West Bengal
8. Sri S. Dutta, Additional Secretary, Department of Forests, West Bengal
9. Sri S. Barari, Chief Conservator of Forests, Finance, W.B. & Joint Project Director, WBFBC Project
10. Sri Ravi Kant Sinha, Chief Conservator of Forests, MIS & e-Gov., W.B. & Joint Project Director, WBFBC Project
11. Sri S. Chaudhuri, Conservator of Forests, Parks & Gardens Circle, W.B. & Deputy Project Director, WBFBC Project

A note on each agenda items was distributed to the members present. Based on the Agenda note, the members deliberated upon each agenda item and the following decisions were taken:-

### **1. Confirmation of the minutes of the 1<sup>st</sup> meeting held on 6<sup>th</sup> August, 2012**

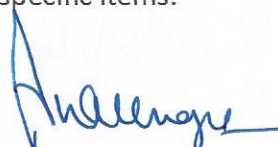
No communication was received in respect of the minutes of the meeting held on 6<sup>th</sup> August, 2012 from any member. The minutes were placed for confirmation.

### **Decision:**

The minutes of the 1<sup>st</sup> meeting held on 6<sup>th</sup> August, 2012 were confirmed.

### **2. Discussion on the Action Taken Report on the Resolutions of the minutes of the 1<sup>st</sup> meeting held on 6<sup>th</sup> August, 2012**

Member Secretary of the GB presented the Action Taken Report point-wise and elaborated on the actions taken and need to be taken on specific items.



**Decision:**

The report was accepted by the G.B.

**3. Approval for revision of G.B due to changes in posts**

Member Secretary informed that due to administrative changes, few posts in the Departments of Forests and Finance may not be occupied by any officer intermittently and may be for considerable periods. This necessitates the Revision of the Governing Body of the Society as the designated members may not actually be available when the meeting of the Governing Body is convened. He sought approval of the GB to initiate the process as per Section 8 of the West Bengal Societies Registration Act, 1961, for modification of the related Regulation of the Society.

**Decision:**

Members considered the options placed by Project Director with regard to modification in the related Regulation and approved that the action as per the provisions of the Act may be initiated for modification of the related Regulation of the Society. It was resolved that:

- (i) Principal Chief Conservator of Forests, (HoFF) may be requested to send a proposal to Forest Department to empower Addl. Principal Chief Conservator of Forests, North Bengal to look after Social Forestry works of the State.
- (ii) The Member Secretary will send a proposal to Forest Department requesting the following changes in the composition of the Governing Body constituted as per Forest Department's Resolution No. 1450-For/FR/O/G/6M-12/12 dated 28<sup>th</sup> June, 2012
  - a. Addl. Principal Chief Conservator of Forests, North Bengal to replace Addl. Principal Chief Conservator of Forests, looking after Social Forestry.
  - b. Principal Chief Conservator of Forests, Research Monitoring & Development to replace Principal Chief Conservator of Forests, General.
  - c. Addl. Principal Chief Conservator of Forests (Finance) to replace Principal Chief Conservator of Forests / Addl. Principal Chief Conservator of Forests looking after Research & Training.
  - d. The Member Secretary shall be "Chief Project Director" in place of "Project Director".
- (iii) On approval of the proposal by Forest Department, the Member Secretary of the Society shall send a comprehensive proposal to the Registrar Societies for amendment of the Regulation.

**4. Approval of the Operations Manual**

The Member Secretary informed that the contents of the proposal were based on the Operational Manuals prepared for the JICA assisted Projects under implementation in the States of Odisha, Rajasthan, Uttar Pradesh and Tamil Nadu, various Government Orders and the Minutes of Discussion signed on 18.10.2011.





**i. Approval of the Project Implementation Structure within the Society**

The WBFBC Project will be implemented through the Society. The Project Management Unit (PMU) under Society will be in-charge of the overall managerial tasks of the Project. Various offices of the West Bengal Forest Department (WBFD) at the Circle, Division and Range levels will implement the Project. At the field level, Division Management Units (DMU) and Field Management Units (FMU) with the Forest Protection Committees (FPC), Eco-Development Committees (EDC) and Self-Help Groups (SHGs) implementing the Community Development Activities, Income Generation Activities etc. Project implementation structure within the Society, was suggested as per Annexure II of the Agenda Notes, for approval. The Member Secretary highlighted the necessity of change in designations of the office bearers of the PMU, as shown in the Annexure II, to bring parity with the office bearers of the PMUs operating in other States implementing JICA assisted Projects.

**Decision:**

The proposal, submitted vide Annexure II of the Agenda Notes, in the sub-agenda is approved subject to the condition that the composition of the Governing Body has to be modified after the approval of the amendment of Regulation is received from the Registrar of Societies as mentioned in decisions for Agenda 3 above.

The designations of the office bearers of the PMU will be as follows:

Designation as per MoD	Rank	Designation Approved
Project Director	Addl. PCCF	Chief Project Director
Joint PD Finance	CCF	Project Director (Finance)
Joint PD M&E	CCF	Project Director (M&E)
Dy. Project Director Expenditure	CF	Addl. Project Director (Implementation)
Dy. Project Director Planning and Research	CF	Addl. Project Director (Planning & Research)
Asst. Project Director HRD	DCF	Joint Project Director (HRD)
Asst. Project Director Publicity and Awareness	DCF	Joint Project Director (Extension)
	New post, Deputy Secretary	Chief Accounts Officer

The approved Project Implementation Structure is attached to these minutes as Annexure I.

**ii. Approval of Project Implementation Management**

Project Implementation Management, was suggested as per Annexure III of the Agenda Notes, for approval. The Member Secretary informed that the contents of the proposal were based on the Minutes of Discussion signed on 18.10.2011.





***Decision:***

The proposal submitted vide Annexure III of the Agenda Notes in the sub-agenda is approved. The approved Project Implementation Management is attached to these minutes as Annexure II.

**iii. Approval of Planning & Budget**

The processes of Planning & Budget within the Society, were suggested as per Annexure IV of the Agenda Notes, for approval. The Member Secretary informed that the contents of the proposal were based on the Operational Manuals prepared for the similar JICA assisted Projects under implementation in the States of Odisha, Rajasthan, Uttar Pradesh and Tamil Nadu.

***Decision:***

The proposal submitted vide Annexure IV of the Agenda Notes in the sub-agenda is approved. The approved Planning & Budget is attached to these minutes as Annexure III.

**iv. Approval of Roles & Responsibilities**

Roles & Responsibilities at various levels within the Society was suggested as per Annexure V of the Agenda Notes, for approval. The Member Secretary informed that the Circle in-charges (Chief Conservators of Forests/ Conservators of Forests) of the concerned Forest Circles are designated as the Controlling Officers for the implementation of the Project, vide Department of Forest UO no. 415/ACSF/13 dated 26.02.2013. These Officers will exercise full administrative and financial control over DMUs in implementation of the Project.

***Decision:***

The proposal submitted vide Annexure V of the Agenda Notes in the sub-agenda is approved. The approved Roles & Responsibilities are attached to these minutes as Annexure IV.

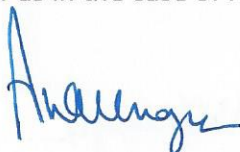
**v. Approval of Recruitment and Services Rules**

Recruitment and Services Rules within the Society were suggested as per Annexure VI of the Agenda Notes, for approval. The Member Secretary proposed that the posts of Chief Project Director, Project Directors, Addl. Project Directors, Joint Project Directors, and Chief Accounts Officer shall be filled by appointment of officers in relevant ranks on deputation from Government of West Bengal.

***Decision:***

The proposal submitted vide Annexure VI of the Agenda Notes in the sub-agenda is approved subject to the following corrections/conditions:

- i. The G.B will shortlist from among the willing candidates who would apply for posts in the PMU, on deputation, and send it to the Forest Department for final selection.
- ii. The essential qualification of Office Attendant should be Class X passed instead of Class VIII passed;
- iii. The post of Accountant proposed against the DMUs should be re-designated as Accountant cum Cashier as in the case of PMU;



- iv. The essential qualifications of the Accountant cum cashier should be Commerce Graduate with computer knowledge instead of Graduate with computer knowledge;
- v. A separate proposal should be sent by the Society for approval to the Forest Department with regards to the Performance Appraisal System, in line with the existing rules and procedures and consonant to the Performance Appraisal System as proposed vide Annexure VI of the Agenda Notes.

The approved Recruitment and Services Rules are attached to these minutes as Annexure V.

#### vi. Approval of Delegation of Powers

Delegation of Administrative and Financial Powers within the Society were suggested for approval. The Member Secretary informed that the Implementing units namely DMU/ FMU shall exercise Powers strictly as per the Administrative and Financial Powers delegated in the WBFD. The delegation of powers within the Society are proposed as per Annexure VII of the Agenda Notes

#### **Decision:**

The proposal submitted vide Annexure VII of the Agenda Notes in the sub-agenda is approved subject to the following corrections/conditions of the table showing delegation of powers:

#### Administrative Powers:

Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
1	Selection and appointment of PMU on Deputation	State Government	On recommendation of Governing Body
4	Sanction of leave, increment etc. to the officers on deputation and staff of the PMU.	Chairperson of Society	As per existing Service Rules

#### Financial Powers:

Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
8	Sanction of contingent expenditure - Non-Recurring	To be deleted	
9	Sanction of contingent expenditure - Recurring	Chief Project Director	Full powers
		Chief Accounts Officer	Up to Rs. 10000.00 in each case
11	Sanction of advances to carry out the Project activities	Governing Body	Full powers
		Project Director (Finance)	Up to Rs. 25 Lakh in each case
12	Signing of cheques	Governing Body	Full Powers including

*Handwritten signature*



Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
			powers to delegate
17	Sanction of expenditure on office expenses such as stationeries, computer accessories, maintenance of office equipments, repairs to office furniture, Entertainment expenses and other expenses incidental to the implementation of the Project	Governing Body	Full powers
		Chief Project Director	Up to Rs. 2.00 Lakh
		Project Director	Up to Rs. 1.00 Lakh
		Addl. Project Director	Up to Rs. 0.50 Lakh

The Delegations of Powers as approved are attached to these minutes as Annexure VI.

**vii. Approval of Procurement Rules**

Procurement Rules within the Society were suggested for approval. The Member Secretary informed that the Procurement of goods and services for the Project shall be in accordance with the "Guidelines for Procurement under Japanese ODA Loans" of March 2009 and selection of consultants shall be in accordance with "Guidelines for Employment of Consultants under Japanese ODA Loans" of March 2009. The Procurement Rules within the Society are proposed as per Annexure VIII of the Agenda Notes.

**Decision:**

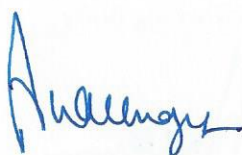
The proposal submitted vide Annexure VIII of the Agenda Notes in the sub-agenda is approved. The Procurement Rules as approved are attached to these minutes as Annexure VII.

**viii. Approval of Accounting Principles and Procedure**

Accounting Principles and Procedure within the Society were suggested for approval. The Member Secretary informed that the accounting principles for conduct of business and maintenance of accounts of the West Bengal Forest and Biodiversity Conservation Society (WBFBCS) have been formulated. The accounting principles to be followed by WBFBCS shall broadly be in conformity with the West Bengal Financial Rules (WBFR), unless otherwise specified in the Operational Manual (OM). The Accounting Principles and Procedure are proposed as per Annexure IX of the Agenda Notes.

**Decision:**

The proposal submitted vide Annexure IX of the Agenda Notes in the sub-agenda is approved. The detailed Heads of Accounts shall be prescribed for the Project by the Chief Project Director with approval of the Governing Body. The Detailed Head of Account shall be formulated and finalized based on funds allocated by JICA in various categories as per Minutes of Discussion (MOD).



The approved Accounting Principles and Procedure are attached to these minutes as Annexure VIII.

**ix. Approval of Miscellaneous provisions**

Miscellaneous provisions within the Society were suggested for approval as per Annexure X of the Agenda Notes.

***Decision:***

The proposal submitted vide Annexure X of the Agenda Notes in the sub-agenda is approved. The approved Accounting Principles and Procedure are attached to these minutes as Annexure IX.

**5. Approval of the Bye laws of the WBFBC Society**

The Member Secretary informed that in terms of the clause 16 (2) (b) and 16 (2) (c) of the Regulations of the Society, the Byelaws of West Bengal Forest and Biodiversity Conservation Society with regard to the structure and other important functions of the Management Units, viz: PMU, DMUs and FMUs at various levels including the matters on flow of funds and accounting procedures have to be formulated. The Bye laws of the WBFBC Society were proposed as per Annexure XI of the Agenda Notes for approval.

***Decision:***

The proposal submitted vide Annexure XI of the Agenda Notes is approved. The approved Byelaws of West Bengal Forest and Biodiversity Conservation Society are attached to these minutes as Annexure X.

**6. Approval of the Revised Budget 2012-13 & Budget Estimate 2013-14**

The Member Secretary informed that no grants were received by the Society till 25.03.2013. As such the revised Budget for 2012-13 need not be considered. The budget provision is reportedly kept as Rs. 55.08 crores during the year 2013-14. This provision is apportioned to different items of work, both under reimbursable and non-reimbursable portions, based on the budget estimates detailed in the Minutes of Discussions signed on 18.10.2011 and placed as Annexure XIII of the Agenda Notes. The Annual Plan of Action will be drawn on approval the Budget Estimates.

***Decision:***

The Budget Estimate for 2013-14 is approved. The approved Budget Estimate for 2013-14 is attached to these minutes as Annexure XI.

**7. Approval of the list of FPCs/EDCs proposed for 1<sup>st</sup> batch selection**

As per Minutes of Discussion, the JICA Mission and WBFD have confirmed that the total number of JFMCs/ EDCs to be covered in the Project is 600 JFMCs/ EDCs consisting of 550 JFMCs for undertaking Afforestation and Community Development component and 50 EDCs for working in Biodiversity Conservation component and undertaking Community Development component. They shall be selected based on the criteria agreed between the JICA Mission and WBFD as per the prescribed criteria. The Member Secretary informed that the selection of first batch (as per





para 98 of Minutes of Discussion signed with JICA on 18.10.2011) has been duly completed and the results are placed as Annexure XIV of the Agenda Notes, for approval of GB before the same are communicated to JICA for their information.

**Decision:**

The selection of the 1<sup>st</sup> batch of FPCs/EDCs is approved. The approved list of 1<sup>st</sup> batch of FPCs/EDCs is attached to these minutes as Annexure XII.

**8. Approval for release of balance 75% from proposed budget for 2012-13 of Rs 541.00 lakh**

Request for release of Rs. 135.25 lakh (25% of Rs 541.00 lakh) for 2012-13 was submitted to the Forest Dept. on 21.08.2012. The Sanction for the release of this amount, as Grants-in-aid to the Society was issued by the Forest Deptt. Vide Sanction No. 202(Sanction)-FR/P/11S-22/12 Pt. I dated 06.02.2013. But the release of funds was awaited till 25.03.2013. Demand for release of balance Rs. 405.75 lakhs (75% of Rs. 541.00 lakhs) has also been submitted to the Department of Forests on 06.03.2013. Post-fact approval is sought for placing the demand for release of Rs. 405.75 lakhs (75% of Rs. 541.00 lakhs).

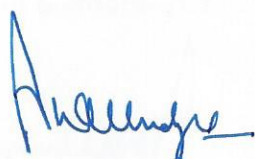
**Decision:**

Approval is accorded for placement of demand for balance amount of 2012-13. The Project Director is also authorized to place demand for release of 75 % of the budget allocation for the year 2013-14 at the earliest.

**9. Approval of the draft notification of the PMU and DMU/FMU**

The Governing Body of the Society, in its meetings held on 5<sup>th</sup> July, 2012 and 6<sup>th</sup> August, 2012, had approved the establishment of PMU, DMUs and FMUs for the implementation of the Project. The State Government, vide its no. 2623-For/G/6M-38/12 dated 21.12.2012, has adopted the resolutions that the Society will establish the administrative, supervisory and monitoring mechanism in respect of WBFBC Project and will get the project implemented by the Project Management Unit (PMU) to be set up within the Society, and that at the field level, Divisional Management Units (DMUs) and Field Management Units (FMUs) will be established under the Society. The DMU will be created within the office of Divisional Forest Officer (DFO) and will function as field unit of the Society and that the DMU will implement the activities of the WBFBC Project in the Division and assist the PMU in planning, fund management, work progress monitoring, documentation at the field level and preparation of such reports as may be required under the WBFBC Project. The DMU will be headed by the respective Divisional Forest Officer of the Forest Division and will be assisted by the team approved by the PMU.

The functioning of DMUs, in respect of the works related to the Project, to be implemented by the Society, should be monitored by the concerned (Chief) Conservators of Forests. For assigning this function to the concerned (Chief) Conservators of Forests, the concurrence of the Forest Department, has also been issued vide U.O. No. 415/ACSF/13 dated 26.02.2013. The responsibilities of the concerned (Chief) Conservators of Forests have been elaborated in the draft OM.



The following Notifications are now required to be issued by the Society for:

- i. Creation of Project Management Unit (PMU) under the West Bengal Forest and Biodiversity Conservation Society; and
- ii. Creation of Divisional Management Unit (DMU) & Field Management Unit (FMU) under the West Bengal Forest and Biodiversity Conservation Society with functions of the Concerned (Chief) Conservator of Forests in respect of implementation of WBFBC Project.

The Member Secretary sought the approval for issuance of these Notifications by the Society.

**Decision:**

The G.B. accorded its approval for issuance of the Notifications by the Society.

**10. Approval for team for Financial Evaluation of RFP**

The Letter of Invitation and the Request for Proposal (RFP) for submission of the Proposal for Consulting Services for the West Bengal Forest & Biodiversity Conservation Project, was issued to the short-listed applicants vide letters dated 22.11.2012.

The Technical Bids were evaluated by a team for which the names of the following officers were proposed:

S. No.	Name	Present Designation
1.	Sri Rakesh Sinha, IFS	Managing Director, West Bengal Wasteland Development Corporation
2.	Sri N.C. Bahuguna, IFS	Managing Director, West Bengal Forest Development Corporation, Ltd.
3.	Sri N.K. Pandey, IFS	Addl. Principal Chief Conservator of Forests, Human Resource Development, W.B.
4.	Sri Siddhartha Barari, IFS	Chief Conservator of Forests, OSD, Special Projects, W.B.
5.	Sri Ravi Kant Sinha, IFS	Jt. Director, Sunderban Biosphere Reserve, W.B.
6.	Sri P. D. Bandopadhyaya, IAS	The Addl. Secretary, Forest Department, Govt. of West Bengal

The approval for the constitution of the above evaluation team was accorded by the Principal Chief Conservator of Forests & HoFF, W.B. and also by the Chairperson, WBFBC Society.

The same is put up to the Governing Body of the Society for ratification.

The Financial Bids are expected to be opened in March/April, 2013, after the concurrence of JICA is received for the evaluation of the Technical Bids. Expected date for commencement of consulting services is June 2013.

The Secretary Governing Body also proposed that approval for evaluation of Financial Bids by the same team may also be accorded.





**Decision:**

The G.B. approved the constitution of the above team for evaluation of Technical Bids and also approved that the same team should carry out the evaluation of the Financial Bids.

**11. Office Space and establishment of PMU**

The Financial Advisor & Chief Accounts Officer, WBFDC Ltd., vide his no. 1827/1A-76/12 dated 19.10.2012, had conveyed that "the management (of WBFDC Ltd.) has decided to let out one floor measuring around 1986 sq. ft. carpet area of the newly constructed Administrative Building of the Corporation at KB-19, Sector III, Salt Lake City, Kolkata on lease/tenancy basis for commercial purposes @ Rs. 40 per sq. ft. as rent per month and Rs. 12 per sq. ft. as maintenance charge p.m. against the carpet area of the floors." The approval for acceptance to the above arrangement was conveyed by the Project Director, with the approval of the Chairperson.


The issue, however, remains unresolved.

The construction of the new building of WBFDC Ltd. at Salt Lake is still not complete and the space may not be available subsequently as other offices may be accommodated there. It is therefore, necessary that alternative accommodation, even hiring office accommodation in private owned buildings may be explored.

**Decision:**

It was decided that the matter be placed in the next G.B meeting.

The meeting ended with thanks to the chair.



(Dr. Subesh Kr. Das)  
Chairperson,  
Governing Body, WBFBC Society &  
Addl. Chief Secretary,  
Forest Department,  
Government of West Bengal

## Annexure I

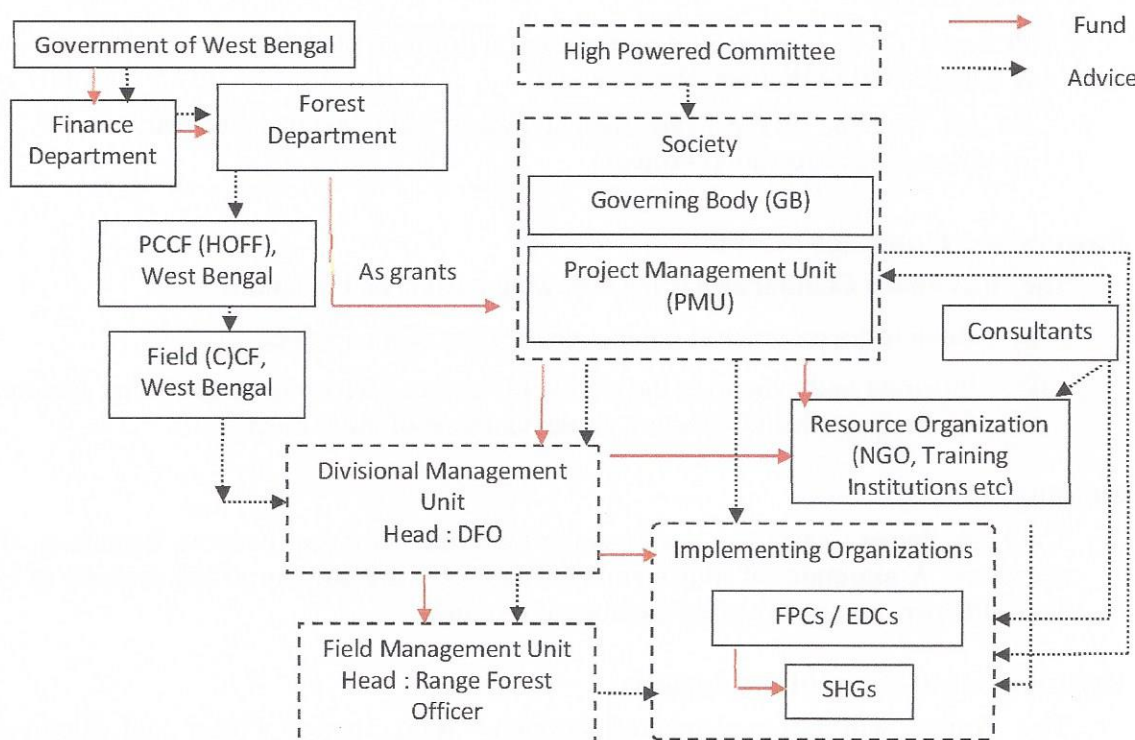
### Project Implementation Structure

#### Institutional Arrangement for Project Implementation

The Project will be implemented by the West Bengal Forest Department through the autonomous Society namely “West Bengal Forest and Biodiversity Conservation Society”. The Society has a Governing Body, which is the highest decision-making institution within the Society. The Society will have a Project Management Unit (PMU), responsible for implementation of the activities of the Project.

In addition, a High Powered Committee (HPC) has been constituted within the State Government to review progress and coordinate with other Departments.

The figure below shows the detailed institutional framework envisaged for the implementation of the Project.



#### High Power Committee

The High Power Committee (HPC) for the Project has been constituted vide Government of West Bengal, Department of Forests' Notification no. 1048-For dated 09.05.2012. The composition of HPC is as follows:

Name	Designation
Chief Secretary to the Government of West Bengal	Chairperson
Secretary to the Government of West Bengal,	Member



Name	Designation
Department of Forests	
Secretary to the Government of West Bengal, Department of Finance	Member
Secretary to the Government of West Bengal, Department of Panchayat & Rural Development	Member
Secretary to the Government of West Bengal, Department of Planning	Member
Secretary to the Government of West Bengal, Department of Backward Class Welfare	Member
Principal Chief Conservator of Forests (Head of Forest Force), West Bengal	Member
Principal Chief Conservator of Forests (General), West Bengal	Member
Principal Chief Conservator of Forests (Wildlife) & Chief Wildlife Warden, West Bengal	Member
Project Director of the West Bengal Forest and Biodiversity Conservation Project	Member-Secretary

### **Powers and Functions of HPC**

The High Power Committee has the following powers and functions:

- Review the progress of the implementation of the Project.
- Integrate and synergize the efforts of various Departments and other Institutions for the smooth and effective implementation of the Project.

### **Meetings of HPC**

The High Power Committee shall meet at least once in a year or more frequently, if felt necessary. A minimum of four members shall form the quorum of the meeting of HPC. The HPC may co-opt any other member, if required.

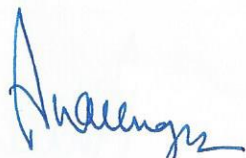
### **Organisational Setup of the Society**

The Project will be implemented through "West Bengal Forest and Biodiversity Conservation Society". The Society will have following organizational set-up:

- Governing Body (GB)
- Project Management Unit (PMU)
- Divisional Management Unit (DMU)
- Field Management Unit (FMU)

### **Governing Body**

The Governing Body (GB), comprising of the following members, shall supervise the day-to-day working of the Society:



Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

Name	Designation
Addl Chief Secretary / Principal Secretary to Government of West Bengal, Department of Forests	Chairperson
Principal Chief Conservator of Forests, Head of Forest Force, West Bengal	Member
Principal Chief Conservator of Forests, General, West Bengal	Member
Principal Chief Conservator of Forests, Wildlife and Chief Wildlife Warden, West Bengal	Member
Special Secretary to the Government of West Bengal, Department of Finance	Member
Special Secretary to the Government of West Bengal, Department of Forests	Member
Managing Director West Bengal Forest Development Corporation Ltd.	Member
Managing Director West Bengal Wasteland Development Corporation Ltd.	Member
Addl Principal Chief Conservator of Forests, Human Resource Development and Vigilance, West Bengal	Member
Addl Principal Chief Conservator of Forests, - looking after Social Forestry	Member
Principal Chief Conservator of Forests /Addl Principal Chief Conservator of Forests, - looking after Research & Training	Member
Project Director, WBFBC Project	Member-Secretary

### Functions and Powers of Governing Body

The overall administration of the Society shall vest in the Governing Body and the Governing Body shall have all the necessary powers for that purpose, including the powers necessary or proper for the achievement and the furtherance of the objectives specified in the Memorandum of the Society. The functions of the Governing Body shall, inter alia, include:

- i. Monitoring the financial and physical progress of the programmes of the Society.
- ii. Providing guidance and proposing initiatives and changes in policies, rules and regulation and other such aspects for better and efficient working of the Society.
- iii. Approving plans, proposals etc. prepared and placed by PMU.
- iv. Scrutinizing the agenda for meeting of the HPC.
- v. Any other functions as prescribed by the HPC.

The Governing Body shall have the power:

- i. to manage all affairs, funds and properties belonging to the Society.
- ii. to sanction posts and appoint employees of the Society and regulate the terms and conditions of their services.






- iii. to negotiate, enter into and execute agreements and contracts for and on behalf of the Society and alter, vary, rescind or terminate such agreements and contracts.
- iv. to borrow or raise money for the purposes of the Society, with prior approval of the State Government, upon bonds, debentures, promissory notes and other obligations or securities of the Society or by mortgage, charge, hypothecation or pledge of any property belonging to the Society.
- v. to acquire, by purchase, exchange, gift, lease, hire or otherwise from the Government or other public bodies or private individuals, moveable or immovable properties for the purposes of the Society with no attendant obligation or with such attendant obligation as is not inconsistent with the objectives specified in the memorandum.
- vi. to exchange, sell out, gift out, lease out, let out or otherwise dispose off or alienating any property, in part or whole, belonging to the Society.
- vii. to appoint or engage any advisory or expert body or other body for such purposes of the Society as the Governing Body may deem fit and also to alter, vary, rescind or terminate appointment or engagement of such body or to dissolve such body.
- viii. to induct Invitee Members in the Governing Body.
- ix. to fix or levy fees and other charges for service rendered by the Society.
- x. to access funds from the State or Central governments or Public Sector Undertakings, reputed organizations, NGOs for taking up projects or schemes in keeping with the objectives of the Society laid down in the Memorandum of Association of the Society.
- xi. to institute, conduct, defend, compromise, compound or abandon any suit or legal proceeding by or against the Society.
- xii. to make bye-laws regulating the procedure of the working of various bodies working under the Society, and for matters connected therewith or incidental thereto.
- xiii. to do all such acts and things as are incidental or conducive to the achievement of the specified objectives of the Society.
- xiv. to do such other acts and things, not being inconsistent with the provisions of the regulations of the Society, as may be considered proper to be done by the Governing Body.

#### **Delegation of Powers of Governing Body**

The Governing Body may, from time to time, entrust to or confer upon any body or the Secretary or other officer of the Society such of its administrative, financial and other powers as it deems fit for the proper administration of the Society. Such body or the Secretary or other officer of the Society may, subject to the directions, if any, of the Governing Body, further delegate any of those powers, in so far as they relate to the matters of general administration or matters otherwise requiring the delegation, to such other body or such officer of the Society as may be specified by such body or the Secretary or other officer of the Society, as the case may be. The Governing Body or such body or the Secretary or other officer of the Society may specify the limits within which those powers are to be exercised and may, from time to time, also issue directions in the matter of exercise of those powers.





### **Meetings of the Governing Body**

Meeting of the Governing Body shall be held at least twice a year. Notice of every meeting of the Governing Body, setting out therein the business to be transacted in such meeting, shall be given to every member of the Governing Body at least seven days before such meeting. Not less than half of the total strength of the members of the Governing Body shall constitute the quorum for a meeting of the Governing Body. The Chairperson or, in his absence in the meeting of the Governing Body, a member of the Governing Body, elected by the members of the Governing Body present at such meeting from amongst themselves, shall preside over such meeting. The Chairperson, may, on his own, or through the Secretary, convene a special meeting of the Governing Body for considering therein any piece of business involving a matter of special importance or of urgent nature.

### **Chairperson of Governing Body**

The Chairperson shall have general superintendence over the functions of the Secretary, subject to the overall direction, control and superintendence of the Governing Body. The Chairperson shall have the power to appoint, by notification, members in the Governing Body, as provided under Regulations of the Society, for such time as may be specified, subject to the prior approval of the State Government.

### **Project Management Unit**

In accordance with the contents of the agreed Minutes of Discussion (MoD) (signed on 18<sup>th</sup> October 2011), establishment of the Project Management Unit (PMU) has been approved vide Government of West Bengal, Department of Forests' Resolution No. 2623-For/G/6M-38/12, dated 21.12.2012.

PMU shall function for the overall project coordination, procurement management, financial management including collating the expenditure statements from field offices and preparation and submission of reimbursement claims to JICA, monitoring and evaluation, and preparation of reports such as Quarterly Progress Reports (QPR) and Project Completion Report (PCR).

As per the Regulation 8 (3) (a) of the Society, prior approval of the State Government shall be obtained by the Society for sanction of posts within the Society. The posts shall be filled up by officers of the Indian Forest Service, West Bengal Forest Service and West Bengal Audit & Accounts Service, on deputation to the Society. Besides, additional support staff shall also be engaged in the PMU.

Various offices of the WBFD at the Division and Range levels will implement the project in the field. The implementing Forest Division shall be designated as the Divisional Management Unit (DMU) and all implementing Ranges under the respective DMU shall be designated as the Field Management Unit (FMU).

The composition of the PMU will be as follows:

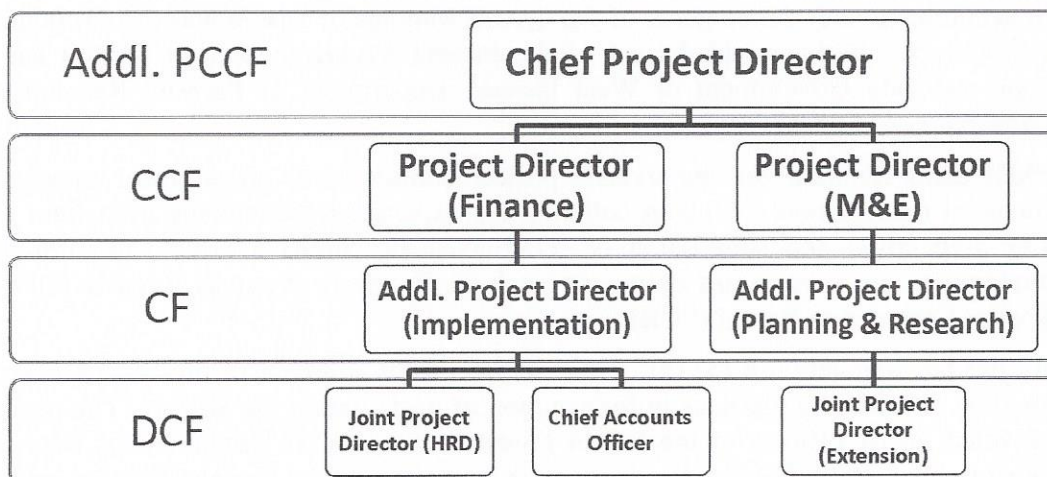
<b>Designation as per MoD</b>	<b>Rank</b>	<b>Designation Proposed</b>
Project Director	Addl. PCCF	Chief Project Director
Joint PD Finance	CCF	Project Director





Designation as per MoD	Rank	Designation Proposed
		(Finance)
Joint PD M&E	CCF	Project Director (M&E)
Dy. Project Director Expenditure	CF	Addl. Project Director (Implementation)
Dy. Project Director Planning and Research	CF	Addl. Project Director (Planning & Research)
Asst. Project Director HRD	DCF	Joint Project Director (HRD)
Asst. Project Director Publicity and Awareness	DCF	Joint Project Director (Extension)
	New post, Deputy Secretary	Chief Accounts Officer

The PMU is headed by Chief Project Director, an officer in the rank of Additional Principal Chief Conservator of Forests who is assisted by two Project Directors in the rank of Chief Conservator of Forests designated as Project Director (Finance) and Project Director (Monitoring & Evaluation).



In addition, the following support staff will be engaged through a service provider on contract basis to assist the PMU:

4 Skilled Office Staff	Office Supervisor
	Accountant cum Cashier
	Office Assistant x 2
2 Semi skilled Office Staff	Office Attendant
	Receptionist

*Handwritten signature*

### **Chief Executive Officer and Chief Project Director**

The Secretary of the Society shall act as the Chief Executive Officer (CEO) of the Society and Chief Project Director (CPD), West Bengal Forest and Biodiversity Conservation Project (WBFBCP). The Secretary shall be directly responsible for the management of the affairs of the Society, subject to the overall direction, control and superintendence of the Governing Body. The Secretary shall have such further duties, responsibilities and powers as may, from time to time, be entrusted to or conferred upon him by the Governing Body.

The Chief Executive Officer shall perform the following duties:

- i. To prepare and disseminate technical, administrative and financial guidelines, instructions, and approvals in connection with the works under the WBFBCP and other programs implemented by the Society.
- ii. To prepare strategies to be adopted, programmes and works to be taken up, and time frame for achieving predetermined specific targets for each Divisional Management Unit (DMU) and Field Management Unit (FMU).
- iii. To supervise and review the progress of all activities under WBFBCP, and other programmes of the Society.
- iv. To carry out day-to-day activities of the Society and overall supervision of WBFBCP, and other programmes being implemented by the Society.
- v. To execute and effectively implement the directions and decisions of HPC and Governing Body.
- vi. To exercise, such power, as may be necessary for achieving the objectives of the Society.
- vii. To perform all such functions and acts necessary for the furtherance of the objectives of the Society within the framework of the rules and regulations laid down for the working of the Society by the GB or the Government.


### **Divisional Management Unit**

The Project would be implemented at the level of Forest Division by the office of concerned Divisional Forest Officer (DFO). For the purpose of WBFBCP, this level has been designated as "Divisional Management Unit" (DMU) vide Department of Forest Resolution no. 2623-For/G/6M-38/12 dated 21.12.2012. The DFO will be the Head of the DMU and would coordinate and facilitate implementation of project under the guidance of the PMU. DFO would be supported by the subordinate staff of the Division for day to day office functioning. This unit will have the following structure:

1. Divisional Forest Officer (DFO) – Head of DMU
2. Asst. DFO / Assistance Conservator of Forests (ACF).
3. Any other Office Staff the DFO may designate for the Project.

A maximum of 2 Supporting Skilled and 1 Semi skilled Staff, to work as Accountant, Computer Operator cum Office Assistant and Office Attendant, may be hired by the DMU under the Project through a Service provider, under the guidance of the PMU.

DMUs will receive project funds directly from the PMU for the implementation of the Project and disburse it to Project implementers such as FMU, FPCs, EDCs, SHGs and NGOs. The DMUs will supervise the activities of those Project implementers and assist the PMU in planning, fund management, work progress monitoring and documentation at





the field level. DMU will report to PMU with copies marked to their respective Circle-in-Charge (Chief Conservator of Forests / Conservator of Forests).

### **Controlling Officers**

The Circle in-charges (Chief Conservators of Forests/ Conservators of Forests) of the concerned Forest Circles are designated as the Controlling Officers for the implementation of the Project, vide Department of Forest UO no. 415/ACSF/13 dated 26.02.2013. These Officers will exercise full administrative and financial control over DMUs in implementation of the Project. Copies of all directions, instructions and information from PMU to DMU and vice-versa will be marked to the Controlling Officers.

### **Field Management Unit**

All implementing Range Offices of the DMU are designated as the "Field Management Unit" (FMU) vide Department of Forest Resolution no. 2623-For/G/6M-38/12 dated 21.12.2012. The concerned Range Officer in charge of the Range will head the FMU, supported by the Foresters and Forest Guards of the Range. FMU shall ensure Project implementation at the range level and will have following major functions:

1. Execution and supervision of works, including hiring of adequate labour etc.
2. Technical advice and support to FPCs, EDCs, and SHGs etc. at the village level.
3. Prepare technical papers, reports, plans and maps etc.

The FMU will prepare the site specific development plans, prepare necessary materials, undertake the works and document the physical and financial progress.

### **Structure at Village Level**

Most of project activities at the village level shall be undertaken in Joint Forest Management (JFM) mode. These activities shall be started with Community Mobilization. Project activities shall be undertaken by following peoples' bodies:

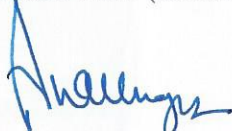
- i. Forest Protection Committees (FPCs)
- ii. Eco Development Committees (EDCs)
- iii. Self-Help Groups (SHGs)
- iv. Beneficiary Groups (BGs)

#### ***Forest Protection Committee***

Forest Protection Committee (FPC) is people's body formed, in order to ensure adequate and quality community participation for forest protection and management. FPCs are formed and governed in accordance with the JFM resolutions (Resolution No. 5969-For dated 03.10.2008 for North West Bengal, Resolution No. 5970-For dated 03.10.2008 for DGHC Areas, Resolution No. 5971-For dated 03.10.2008 for South West Bengal). Activities under the components of Afforestation, Biodiversity and Community Development shall be conducted in 550 FPCs (450 in South West Bengal and 100 in North West Bengal).

#### ***Eco-Development Committee***

Eco Development Committee (EDC) is people's body formed as per the Resolution No. 3841-For/d/11M-7/95, dated 26.06.1996 on Eco-Development Committees in Protected Areas, where land belongs to Protected Area (declared as per the provision of Wild Life



Protection Act 1972). EDC functions to ensure adequate and quality community participation for protection and management of Protected Area including wildlife. Biodiversity Conservation component shall be undertaken in 50 EDCs in North West Bengal.

### ***Self-Help Groups***

SHGs formed from the household members of the FPCs and EDCs in order to improve their livelihoods through IGA, will be encouraged and their skill sets upgraded to undertake suitable income generating activity. SHGs shall be formed as per the laid down guidelines by GoWB in order to facilitate the Bank linkages.

### ***Beneficiary Group outside Forest Areas***

The component of "Tree Planting Outside Forest Areas" (TPOFA) will be implemented in available government land with the objective of mitigating the biotic pressure on forest by increasing forest resources from outside recorded forest area in accordance with the State Resolution for Social Forestry issued vide Government Order 2914-For/D/6m-3154-dt 22/07/1986. Plantation sites will be managed by Beneficiary Groups (BGs) (comprising of economically backward people and Schedule Caste and Tribe), selected by the Executive Committee (EC) formulated in each selected beneficiary village.

### ***Empowerment of FPC/EDC***

FPCs/EDCs shall be empowered to undertake project activities and shall be trained to manage funds in an efficient and transparent manner. Funds shall be transferred to FPC/EDC in a phased manner by DMU on the basis of their approved micro plan. The accounts of FPC/EDC shall be audited on an annual basis.

The accounts of FPC/EDC for the Project shall be operated jointly by the Forest Official (Member Secretary, FPC/ Joint Convener, EDC) and a Member of the Executive Committee, duly authorized by the Executive Committee. Nomination of the authorized member shall be recorded in the resolution register of the FPC/EDC. In addition, another member of the FPC/EDC (other than Forest Official or Member Secretary) shall be nominated as the Treasurer. Information regarding these nominees shall be recorded in a register, to be kept in the office of the Forest Official of FPC/EDC, as follows:

- i. Designation (Joint Signatory or Treasurer)
- ii. Name.
- iii. Detailed address.
- iv. Specimen Signatures (to be attested by a member of the executive committee and the Forest Official).
- v. Passport size photograph.

### **Project Management Consultant**

The Project Management Consultant (PMC), a technical group consisting of international and national level specialists on Forestry, Biodiversity Conservation, Community Development, Tree Plantation outside Forest, Capacity Building, Monitoring and Evaluation and GIS & MIS will assist PMU and all the stakeholders with technical inputs, new and better ideas and advices for effective implementation of the Project. The objective of the consulting services is to provide the PMU/ DMU/ FMU of the Project with technical guidance and policy initiatives related to the Project for smooth and



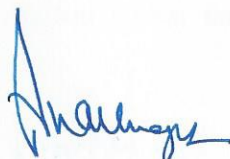


quality implementation of the Project activities. The Project Management Consultant is expected to provide services for overall management of the Project in particular, including:

(A) Project Management:

- i. Assist the Project Management Unit (PMU) in works related to the Project. For this purpose the consultant shall rope in the services of experts and/or facilitators in related fields with specific tasks and responsibilities, within the scope of work described below.
- ii. Liaise with JICA for the purpose of Project implementation and monitoring.
- iii. Assist the PMU in preparation of the annual action plan for the project implementation and consolidation of project annual work schedule.
- iv. Assist the PMU in supervision and providing technical guidance to Divisional Management Units (DMUs), Field Management Units (FMUs), FPCs, EDCs, SHGs, Resource Organizations such as Vocational Training Institutions, NGOs, Micro-finance Institutions etc.
- v. Assist PMU in review, updating, formulation of management and technical manuals/guidelines/handbooks/modules and protocols related to the Project in English and vernacular language.
- vi. Assist the PMU in preparing, designing and presenting project related information/dissertation/analysis and also take part in interactions on this as and when called for.
- vii. Assist the PMU/DMUs/FMUs in strengthening implementation mechanism for various components of the Project.
- viii. Assist PMU in implementation, operation and maintenance and establishing a proper monitoring and evaluation system for the Project.
- ix. Assist the PMU in designing participatory monitoring and evaluation methods enabling FPCs/EDCs/SHGs in assessing their progress, tracking the impact of their actions and revising their monitoring strategies accordingly.
- x. Assist the PMU in designing a list of quantitative and qualitative indicators, along with suitable methodology and tools for recording each one of them, for performance monitoring of the Project field activities, consistent with the Project objectives.
- xi. Assist the PMU/DMUs/FMUs in preparation and development of appropriate monitoring and reporting system, Management Information System including financial and physical achievements.
- xii. Assist the PMU in designing and/or developing training modules and schedules for DMUs, FMUs, FPCs, EDCs and SHGs.
- xiii. Assist the PMU in designing overseas training programs and in making logistic arrangements for the programs.
- xiv. Assist the PMU in preparation of reimbursement claims based on Statement of Expenditure (SoE).
- xv. Assist PMU and DMUs in procuring and supervising the various resource organizations including NGOs, contractors for baseline survey, construction contractors and other contractors that may be needed for the project

(B) Project Implementation at the field level:



- i. Provide assistance and guidance to DMUs/FMUs on community mobilization and development, formation of peoples' bodies like FPCs/EDCs/SHGs and facilitate Income Generation Activities (IGA) including establishment of financial and market linkages.
  - ii. Assist PMU in selecting specialized NGOs for Micro-financing, by utilizing the results of the surveys conducted by the experts related to ODA loans, to be despatched by JICA.
  - iii. Assist PMU/DMUs in monitoring the performance of NGOs and organizations involved in the Project.
  - iv. Provide technical assistance to the PMU/DMUs/FMUs for supervision and management of the Project components such as Afforestation, Biodiversity Conservation and Community Development activities etc.
- (C) National and International training/ workshops/ exposure programmes:
- i. Provide guidance and suggestion on training programmes, training organizations/ suitable destination/ institutes/ persons for the capacity building of West Bengal Forest Dept, NGOs and FPCs/ EDCs.

### **Non-Governmental Organizations**

Non-Governmental Organizations (NGOs) shall be hired by DMU with approval of PMU on a contractual basis to undertake micro planning, microfinance, social mobilization and institution building activities and to provide support for income generation activities. The NGOs, broadly speaking, shall be engaged for the following set of activities:

- i. To suitably and adequately mobilize FPCs/EDCs members for various activities of the project.
- ii. To hold several Participatory Rural Appraisal (PRA) exercises for community consultation for sub groups such as SC/ST, women group etc.
- iii. To prepare Micro Plan including Forest Dwellers Development Plan of the village under the guidance of DMUs after adequate PRA exercises and sufficient sensitization of the FPCs/EDCs members.
- iv. To develop capabilities among the FPCs/EDCs members to coordinate, manage and monitor and evaluate the progress of various components and activities of the project against the intended project objectives.
- v. Identification/selection of SHGs and assisting SHGs in preparing plans and properly executing chosen micro enterprise activities.
- vi. To support preparing feasible business plans for SHGs.
- vii. To assist in adequately orienting and sensitizing the other NGOs/ experts, functionaries of various line departments and independent agencies actively working in the project village for establishing effective inter-sectoral linkages.
- viii. To coordinate and liaison with technical and vocational training institutes available in the region for adequate capacity building of the FPCs/EDCs formed in the project.
- ix. To assist DMUs/FMUs in monitoring the progress of community development activities and IGAs in line with the Project
- x. To generate adequate skills in the community to realize and sustain the benefits of the project in their lives.





- xi. To explore forward linkages for SHG executed micro-enterprise, identify market avenues and develop suitable interface mechanism.
- xii. To explore possibility of up scaling and linkaging with Micro Finance Institutions/Rural Banks.

The NGOs will be employed by selection through open competition. The qualification, procedure and process of selection and appointment for each post shall be as decided and approved by the PMU. PMU shall prepare the guidelines and specific Terms of Reference with regard to procurement of NGOs for the project. The general eligibility criteria for NGOs shall include:

- i. Should be registered under the Indian Societies Registration Act / Indian Trust Act / Company Act for a minimum of five years.
- ii. Proven experience of working for two/ three years in relevant sector
- iii. Scale of operation during the previous two years should be at least 25% of value of the Project Activities proposed to be handled by NGOs.
- iv. Field presence for at least two years in the district in which the concerned FMUs are located.

### **Extension Workers**

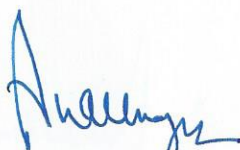
In the Project it is proposed to hire Extension Workers (EWs) from the project villages to support undertaking various activities by FPCs/ EDCs such as record keeping, accounting etc. The payment for these workers shall be borne by the Project during the Project implementation period. There will be one extension worker for 5 FPCs/ EDCs. The required qualification for extension worker shall be young (preferably within 30 years of age), an active member of FPCs/ EDCs and be atleast class 8<sup>th</sup> pass. After the Project completion, FPCs/ EDCs may continue services of extension workers at their own cost. Suitable eligibility criteria, selection procedure, quantum and method of remuneration, performance appraisal etc. would be decided by the PMU for EWs.

### ***Duties and Functions of Extension Workers***

The selected EW is expected to broadly perform the following functions:

- i. To communicate and coordinate with various participating agencies including functionaries of forest department, officials of other line department and agencies as well as the eminent people of the area
- ii. To keep and maintain the records and other documents of the FPC/EDC
- iii. To facilitate easy communication with FPC/EDC
- iv. To motivate FPC/EDC members for better management of project activities as well as better management of resources of the village
- v. To inform the forest officials about any act of violation of forest rules and regulation in the village.
- vi. To assist forest department in preventing damage to forest and wildlife

An MOU would be entered into between the FPC/EDC and the EW for the purpose of the Project. EWs performance would be assessed against the works depicted in the MOU. The FPC/EDC would be responsible for performance of the EW. NGOs would also be expected to monitor the work and performance of EW. Once selected, suitable training and capacity building of EW would be done by DMU with the support of associated NGOs.



**Linkage of the Project with WBFD**

The Governing Body of the Society provides the linkage with the Forest Department. The GB is chaired by Additional Chief Secretary (Forests), Government of West Bengal, with the Principal Chief Conservator of Forests (HoFF), and Principal Chief Conservator of Forests (Wildlife) & Chief Wildlife Warden, as its members. Further, the actual implementation of the Project shall be done by the regular Divisions and Ranges of the Department which shall be supervised by the respective (Chief) Conservators of Forests. These offices of WBFD would provide necessary instructions, directions and guidance to DMUs/FMUs for compliances and facilitation of Project work.

**Linkage of the Project with GoWB**

The High Power Committee of the Project, having the Chief Secretary as Chairperson, the Addl. Chief Secretary, Forests, West Bengal, and Principal Secretaries of other major related departments as members, shall provide necessary platform for convergence with other departments of GoWB.





## **Annexure II**

### ***Project Implementation Management***

#### **Project Area and Components**

The Project is proposed to be implemented all over the State of West Bengal.

The activities to be undertaken in the Project have been put under the following components or Packages:

- i. Afforestation
- ii. Biodiversity Conservation
- iii. Community Mobilization/Development
- iv. Institutional Capacity Development
- v. Consulting Services

<b>Component</b>	<b>Project Target Area</b>
Afforestation	30 Division
Biodiversity Conservation	17 Division, 8 Protected Areas
Community Development	550 FPCs/50EDCs in 23 Divisions
Institutional Capacity Development	Entire State

All project activities at the village level shall be undertaken in Joint Forest Management (JFM) mode. The 600 targeted FPCs/EDCs shall be selected in batches, based on the stipulated criteria. Services of local NGOs shall be sought to catalyze inputs of civil society for long term sustainability of the project activities.

The number of FPCs/EDCs can be altered in exceptional cases only after approval from GB and with the concurrence of JICA India Office. The final list of FPCs/EDCs shall be prepared by PMU in consultation with the DMUs, and approved by GB.

#### **Benefit Sharing for FPC/EDC**

The sharing of benefits with the FPCs/EDCs shall be in accordance with extant JFM Resolutions of Government of West Bengal.

#### **Performance Appraisal of FPCs, EDCs & SHGs**

Growth, development and progress of FPCs/EDCs would be systematically monitored and reviewed on a regular basis at the PMU and DMU level. For this purpose appropriate reporting and feedback mechanism shall be put in place by the PMU. Quality and quantity of work done/activities undertaken by the FPCs/EDCs shall be closely inspected and monitored.

The transactions in the bank accounts of FPCs/ EDCs (Community Development Fund and Revolving Fund) shall be checked every month by FMUs. They shall be audited annually by chartered accountants by WBFDs' own budget. Services of associated NGOs would be solicited for the purpose of regular appraisal of the performance of FPCs/EDCs and to strengthen their competencies. Utilization of funds, performance appraisal and monitoring of FPCs/EDCs shall be carried out as per guidelines issued by PMU.



### Performance Appraisal of NGO

NGO Procurement guidelines shall be prepared by PMU. Procurement of services of NGOs would be done by respective DMUs. DMU shall be responsible for conducting regular and objective appraisal of the performance of associated NGO in accordance with the terms and conditions of procurement. In addition, PMU may also conduct performance appraisal of NGOs associated with the project at regular intervals, directly or by delegating responsibility to DMU or through any other suitable agency.

### Implementation Facilitating Instruments

In order to effectively implement the planned work activities, facilitating instruments such as Guidelines, Manual and Handbooks shall be prepared. The objective of these instruments is to provide requisite knowledge, guidance, information and experiences on various technical issues to the personnel/stakeholders associated with the Project.

Some Facilitating Instruments

Type	Definition	Topic
Manual	It is a set of instructions, which guide a business/ activity process	<ul style="list-style-type: none"> <li>i. Operation Manual</li> <li>ii. Micro Planning</li> <li>iii. IGA</li> <li>iv. Project Management</li> <li>v. Monitoring &amp; Evaluation</li> </ul>
Guideline	Any document that aims at streamlining particular processes according to a set routine/ process. To follow a guideline is not mandatory but it intends to assist to observe a procedure. Guidelines are an essential part of the larger process of governance.	<ul style="list-style-type: none"> <li>i. Procurement of NGOs</li> <li>ii. Micro Planning</li> <li>iii. Micro Finance</li> <li>iv. Income Generating Activities</li> <li>v. Linkages with FI &amp; Banks</li> <li>vi. Project Management, Monitoring &amp; Evaluation</li> </ul>
Handbook	It is a type of reference work, or other collection of directives, instructions, that is intended to provide ready reference	<ul style="list-style-type: none"> <li>i. Micro Planning</li> <li>ii. FPC/EDC Management and Administration</li> <li>iii. SHG Formation &amp; Management</li> <li>iv. IGA and Business Scale Up</li> <li>v. Monitoring and Evaluation</li> <li>vi. Financial and Accounting procedures</li> <li>vii. Afforestation in forest areas</li> <li>viii. Tree Planting Outside Forest</li> <li>ix. Nursery Planning, Development and Management</li> <li>x. Biodiversity Conservation</li> <li>xi. Community Development activities</li> </ul>





The PMU is authorized to effect any change, modification, addition, deletion of any content(s) in Manual(s), Guideline(s) and Handbook(s), in the interest of Project Implementation, except in the Operation Manual (can be modified with approval of GB only).

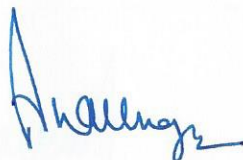
### **Convergence of Development Initiatives**

Duly approved Micro-plan, prepared after detailed PRA/RRA exercise by the NGO shall form the basis of taking up activities in any FPC/EDC under the project. The Micro-plan shall reflect all set of activities that need be taken up in the village and their dynamic relationships. At the PMU/DMU level, efforts would be made to get the activities reflected in the Micro Plan but not covered under the project, implemented, by coordinating with concerned line department/agencies, to achieve synergy.

Such convergence would help strengthening the output(s) of the Project. Since Project activities are also envisaged on Community land, Village Pasture land, adequate written consent would be sought from owner department (e.g. Revenue Authorities in case of Community land, Gram Panchayat in case of village pasture land) prior to initiation of Project work.

### **Project Phase Out**

At the completion of the Project, all assets and liabilities created during the Project implementation at FMU, DMU and PMU levels will be transferred to WBFD.



### Annexure III

#### Planning and Budget

##### Annual Action Plan

Annual Action Plan for each Financial Year will be prepared by PMU taking inputs of annual plans of DMUs. Since decentralized participatory approach is adopted for Project Implementation, FPCs/EDCs will also work on developing Micro-plans with the help of NGOs. These will be merged into annual plans thereafter. The Annual Action Plans of the DMU will be integrated into the Annual Action Plan of the Project at PMU level. This Annual Action Plan of the Project will be approved by the GB of the Society. Performance of Annual Action Plan will be part of the Annual Report for each financial year of project implementation. The steps for Annual Plan are as:

- i. The DMUs will work out the Action Plan in consultation with the FMUs and FPC/EDC and finalize the same within their respective DMUs.
- ii. While finalizing the Action Plan, an estimate of expenditures involved during the year shall also be made.
- iii. The Action Plan along with the estimate and funds requirement shall be sent to the PMU with intimation to the respective Controlling Officer, following the prescribed time-lines. While projecting the funds requirement, the possible unspent balance that may be available with DMU at the end of the year should be taken into consideration.
- iv. The PMU on receipt of the proposals from the DMUs shall consolidate them along with their own office requirement and place them before the GB for approval.
- v. The GB after due consideration or modification, shall accord approval.

In order to accomplish this task in timely manner *i.e.* prior to start of a financial year, the following time-line shall be strictly adhered to:

Time-line for Annual Action Plan

Milestones	Task to be performed	Date for completion of task	Responsible point(s) of Action
1 <sup>st</sup>	Finalization of Annual Action Plan for next FY for each village by FMU based on Approved Micro-plan and reporting to DMU	05 January every year	FMU
2 <sup>nd</sup>	Consolidation and finalization of Annual Action Plan for next FY for the DMU and reporting to PMU through concerned (C)CF	31 January every year	DMU/(C)CF
3 <sup>rd</sup>	Consolidation and finalization of Annual Action Plan for next FY for each DMU and Project and sending back to DMU for final comments (if any) through concerned (C)CF	15 February every year	PMU/(C)CF





Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

4 <sup>th</sup>	Reporting back by DMUs	28 February every year	DMU
5 <sup>th</sup>	Consolidation and finalization of Annual Action Plan for next FY for each DMU and Project by PMU	10 March every year	PMU
6 <sup>th</sup>	Approval of Annual Action Plan for next FY by the Governing Body	20 March every year	PMU

### Budget

- i. Budget generally depicts the estimated receipts and the estimated expenditures for the next financial year. The budget process should, therefore, start from the month of October.
- ii. Calculate "Revenue Receipts" as resources of the Society
  - a. PMU, DMUs & FMUs should estimate the funds that would remain unspent by the end of 31st March. Such unspent amount will come under the category "Unspent balance of the Current year".
  - b. The balance in the bank a/c of the PMU, DMU & FMU will come under the category of "funds available in bank account".
  - c. Grants to be received from GoWB, as per budget provision from GoI or from any other source shall be taken into account.
- iii. Calculate "Capital Receipts"
  - a. Loans allowed to be raised by Society
- iv. Calculate "Revenue Expenditure"
  - a. Projected works in the next financial year (to be decided by the end of December) along with the estimated expenditures.
  - b. All other expenditures relating to the Society shall come under the category of Revenue Expenditure.
- v. Calculate "Capital Expenditure"
  - a. Projected works in the next financial year (decided by the end of January) along with the estimated expenditures therefore.
  - b. Loan repayment, if any.
  - c. Expenditures on account of Capital assets, if any
- vi. While framing the Budget the Revenue Receipts and the Capital Receipts are to be shown separately on the receipt side of the budget supported by details of Revenue Receipts and Capital Receipts.
- vii. Similarly, on the expenditure side of the Budget, Revenue Expenditures and Capital Expenditures are to be shown separately supported with details of such expenditures head wise.
- viii. The budget shall be prepared by Addl. Project Director (Implementation), supported by a Budget Committee consisting of the following members:
 

Project Director (Finance)	Chairperson
Project Director (M&E)	Member
Addl. Project Director (Planning & Research)	Member
Addl. Project Director (Implementation)	Member Secretary



- ix. The Budget Committee should first meet in the first week of December and decide on the strategy and work plan & fund requirements as per approved work plans.
- x. Subsequently the Budget thus prepared shall be placed before the Governing Body for approval.
- xi. The Budget Committee may sit at the end of each quarter and review the progress of work done and find out the reasons for variances. They may recommend remedial measures if required.

## Reporting

### **Monthly Progress Report**

Monthly Progress Reports (MPR) produced at the FPC, EDC level which is to be consolidated at the FMU/DMU level, shall contain the main activities implemented, any notable problems or issues, main activities planned for the next month, and recommendations or suggestions by the PMU. It shall contain summary of expenditure incurred during the month and the status of any account or cash balances. The NGOs shall report to FMU and DMU. FMU reports will contain summaries of progress made in FPC/EDC, complemented by summaries of progress made by the FMU and NGOs. The required proforma will be prescribed by PMU.

### **Quarterly & Annual Progress Report**

Quarterly Progress Reports (QPR) and Annual Progress Report (APR) shall be used for reporting in the Monitoring and Evaluation system. These Reports will be produced by the PMU, based on the MPRs.

Schedule of Report Submission

Activity	At FMU	At DMU	At PMU
Monthly Report	10 <sup>th</sup> of next month (e.g. report pertaining to April month should get compiled and submitted by 10 <sup>th</sup> of May).	15 <sup>th</sup> of next month (e.g. report pertaining to April month should get compiled and submitted by 15 <sup>th</sup> of May).	25 <sup>th</sup> of next month (e.g. report pertaining to April month should get compiled and submitted by 25 <sup>th</sup> of May).
Quarterly Report			25 <sup>th</sup> day of next quarter (e.g. report pertaining to April-June quarter should get compiled and submitted by 25 <sup>th</sup> of July).
Annual Report			25 <sup>th</sup> May of next financial year (e.g. report pertaining to April

*Amulya*



Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

			2013-March 2014 financial year should get compiled and submitted by 25 <sup>th</sup> of May 2014).
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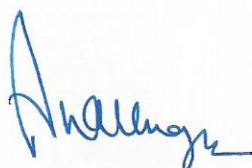
### Intra-Project Planning & Coordination

Reviews are one of the best methods for progress (both physical and financial) and performance tracking.

#### Internal Meeting Roster

Schedule Agency	Participants	Frequency	Location	Responsibility: Agenda/ Minutes
PMU	HPC	Annual	To be decided by Chair	PMU
PMU	GB of Society	Bi-Annual	PMU Office	PMU
Project Management Consultant	Team Leader & All experts	Quarterly	PMU Office	PMU
PMU	All DMUs and PMC	Quarterly	PMU Office or as specified from time-to-time	PMU
DMU	All FMU, NGO Coordinator, FPC/ EDC	Quarterly	DMU office	DMU
FMU	NGO, FPC/EDC	Monthly	FMU	FMU

The major deliverables of the meetings would be follow-up of ongoing activities, trouble shooting, assessment of performance, incorporation of course corrections etc.



## **Annexure IV**

### ***Roles and Responsibilities***

#### **Introduction**

The Project will be implemented through the autonomous Society named “West Bengal Forest and Biodiversity Conservation Society”. The Project Management Unit (PMU) under Society will be in-charge of the overall managerial tasks of the Project. Various offices of the West Bengal Forest Department (WBFD) at the Circle, Division and Range levels will implement the Project. At the field level, Division Management Units (DMU) and Field Management Units (FMU) with the Forest Protection Committees (FPC), Eco-Development Committees (EDC) and Self-Help Groups (SHGs) implementing the Community Development Activities, Income Generation Activities etc.

#### **Project Management Unit**

The Chief Project Director as the Head of the project will monitor and supervise the functions of the Project Directors and staff working in the unit. The Chief Project Director may reallocate the subjects / works amongst the officers and staff of the Society for smooth implementation of the Project. The PDs would seek approval of the Chief Project Director on all matters except those related to routine monitoring and supervision.

#### **Responsibilities in PMU**

##### ***Chief Project Director***

- i. Issue technical, administrative and financial guidelines, instructions and approvals in connection with the Project and the Society.
- ii. Supervise and review the progress, plan, implement, manage, and monitor all activities under the Project and the Society.
- iii. Performance appraisal of Project staff.
- iv. Performance appraisal of Project Management Consultants.
- v. Appraise the Governing Body and High level Empowered Committee on the progress of the implementation.
- vi. Maintain communication and compliances with JICA.
- vii. Exercise such powers (including facilitating) as may be necessary, including assignment of works to various officers of the PMU for achieving the objectives of the Project.

##### ***Project Director (Finance)***

- i. Assist CPD to plan, implement, manage, and monitor all the activities related to administration and finance.
- ii. Assist CPD in appraisal of performance of staff.
- iii. Assist CPD in organizing meetings, preparation of Agenda, Minutes of Discussion of HPC and Governing Body.
- iv. Assist CPD to maintain link with Consultants of the Project Management Consultant (PMC)
- v. Assist CPD in matters of co-ordination with JICA, State Planning/ Finance/ Forest Departments.
- vi. All confidential matters and other works assigned by CPD.





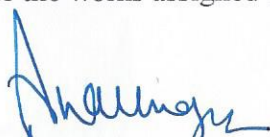
- vii. Regular Management, Supervision, Control of administration & finance relating to PMU, DMU & FMU
- viii. Management of contracts & procurement, general documentation.
- ix. Consolidation of annual budget, control fund disbursement, documentation for reimbursement claims, consolidation of Statement of Expenditures (SoEs), & UCs, facilitation of auditing.
- x. Selection of specialized NGOs for Micro Finance for supporting Income Generation Activities (IGA).
- xi. Coordinate the Afforestation component.
- xii. Coordinate the Community Development component.
- xiii. Procurement of services under the Project including contractual staff at PMU, DMU and FMU.
- xiv. Oversee the infrastructure (buildings etc) and training modules of Capacity Development component. This includes overseas trainings and their preliminary plans including standards of cost items (transportation/ accommodation/ allowance etc).

***Project Director (M&E)***

- i. Assist CPD in Management, Supervision, Control of planning & implementation relating to PMU, DMU & FMU.
- ii. Assist CPD with works related to research activities including those under Biodiversity Conservation component.
- iii. Facilitation of Convergence activities with other Line Departments
- iv. Review and consolidation of annual action plans of DMUs, annual budget requirement, Assistance to Working Plan Division to updating Divisional Working Plan for project divisions, Supervision to micro-planning activities, Overseeing of FPC/EDC contracting.
- v. Assist & submit updated information to CPD regarding Income Generating Activities, Community Mobilization & performance of NGOs working in field.
- vi. Assist & submit updated information to CPD in Evaluating & Monitoring of all components and help in preparation of Evaluation Reports.
- vii. Preparation of M&E Guidelines, Management of Baseline database.
- viii. Management & Supervision of the GIS Centers
- ix. Procurement of IT related equipment.
- x. Co-ordination with the Forest Officials other than PMU for utilization of GIS Cell for various activities of the Department.
- xi. Development of website of Project.
- xii. Maintenance & administration of the MIS developed under the Project, coordinate and monitor the Data Entry, generation of Monthly Progress Reports.
- xiii. Preparation of Operational Manuals for Micro Plan including Forest Dwellers Development Plan, FPCs/ EDCs/ SHGs activities, Community Development Fund and Revolving Fund for FPCs/EDCs.
- xiv. Coordinate the Biodiversity Conservation component.
- xv. Compilation of Monthly Progress Reports (MPR), submission of Quarterly Progress Reports (QPR), updating the Project Status Report (PSR), Component-Wise Project Status Sheet (CW-PSS).

***Additional Project Director (Implementation)***

- i. Assist the PD (Finance) for the works assigned to PD.



- ii. Management and supervision of Consulting Services
- iii. Supervise works of CAO.
- iv. Manage the Afforestation component.
- v. Manage the Community Development component, such as Planning, management, supervision of community organization, Supervision of micro-planning, Capacity development of FPC/EDC members
- vi. Procurement of goods and materials under the Project.
- vii. Release of funds for to DMU.
- viii. Preparation of Micro Plans, Forest Dwellers Development Plans.

***Additional Project Director (Planning & Research)***

- i. Assist the PD (M&E) for the works assigned to PD.
- ii. Assist & submit updated information to PD (M&E) for each project activity.
- iii. Assist the PD (M&E) in carrying out the research work related matters and provide information for publication of research reports.
- iv. Manage the Biodiversity Conservation Component - Habitat Management activities, Man-Animal conflict mitigation, Management Plan of Protected Areas, Research under this component.
- v. Supervise and guide the conduct of baseline survey, Mid-Term Evaluations, End-Term Evaluation and the publication of the related reports.

***Chief Accounts Officer***

- i. Assist PD (Finance) to develop and manage the system for finances in the Project
- ii. Management of accounts, execution of fund disbursement
- iii. Preparation of documents for Reimbursement, Commitment, SOE.
- iv. Submission of performance evaluation result including the Indicators, EIRR, and the relevant data/assumptions adopted to arrive at the Indicators.
- v. Supervision of Ex-Post Procurement Audit, Accounts and Internal Audit.
- vi. Management of contracts & procurement, general documentation.
- vii. Dealing with Income Tax, VAT, and other related matters.
- viii. Conduct and supervise audit by a firm of Chartered Accountants.
- ix. Processing of Bills of PMU.
- x. Vetting and clearance of estimates, tenders documents, etc for procurement of goods and services.
- xi. Maintain links with Finance Department and Forest Department for smooth transfer of funds to PMU

***Joint Project Director (HRD)***

- i. Assist APD (Implementation) in works assigned to APD.
- ii. Assist & submit updated information to APD (Implementation) in the field of co-ordination and organization after interacting with various organizations for training of DMU/ FMU/ SHG/ FPC / EDC. Study Tours / Training (National & International) of personnel associated with the Project.
- iii. Coordinate, manage and maintain the office and labour related matters of the Project and assist the PMU in the same, including management of Office and other staff of the PMU, HR matters relating to DMU & FMU.
- iv. Deal with all legal issues pertaining to PMU.
- v. Function as the Office Master and Drawing & Disbursing Officer of PMU.





**Joint Project Director (Extension)**

- i. Assist APD (P&R) in works assigned to APD.
- ii. Assist & submit updated information to APD (P&R) in planning for providing platform to SHGs for marketing of their products etc.
- iii. Publication of Quarterly News Letter, Brochure, Media (Electronic & Print) etc.
- iv. Conduct public awareness campaign in Project area through publication, guidance and orientation, before Micro Plan preparation and during Project implementation, to obtain strong community support for the Project, particularly in security concerned areas.
- v. Provide proper guidance for implementing TPOFA to individual beneficiaries to explain the duties, responsibility and rights of individual beneficiaries and Gram Panchayat.
- vi. Responsible for Public Relations (making brochures of the Project, putting plates or signboards at the Project sites, organizing an opening / inauguration ceremony for the Project, etc. for creating awareness and information dissemination).
- vii. Maintain Visual Record of the Project as a "project life history".
- viii. Function as Nodal Officer for the Website of the Project / Society.
- ix. Function as Public Information Officer (PIO) under Right to Information Act (RTI).

**Support Staff of PMU**

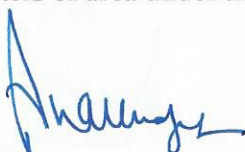
There will be 6 support staff at PMU to assist the Chief Project Director, Project Directors, Addl. Project Directors, Joint Project Directors and the Chief Accounts Officer, as under:

4 Skilled Office Staff	Office Supervisor
	Accountant cum Cashier
	Office Assistant x 2
2 Semi skilled Office Staff	Office Attendant
	Receptionist

The duties and responsibilities of the different categories of support staff will be assigned by the CPD. Additional staff, as required, will be engaged with the approval of the Governing Body.

**Controlling Officers**

- i. General supervision and facilitation of all Project works with full administrative control over DMU.
- ii. Review/ ensure the works are carried out in accordance with Project objectives and approved Working Plans.
- iii. Accord sanctions and other administrative instruction in accordance with the norms and procedures of WBFD and the Society.
- iv. To see that all financial transactions are carried out in accordance with the OM.
- v. Exercise necessary checks and balances to ensure the quality and quantity of the works executed by the DMUs.
- vi. Co-ordinate research matters of area under the Project.



### **Divisional Management Unit**

The Project would be implemented at the level of Forest Division by the office of concerned Divisional Forest Officer (DFO). For the project purpose, this level is designated as "Divisional Management Unit" (DMU). The DFO, as the Head of the DMU will coordinate and facilitate implementation of project under the guidance of the PMU.

The roles and responsibilities of the Head DMU shall be to manage, control and supervise effective implementation of the Project at Division level, facilitate reporting, information flow, financial transactions regarding the Project, provide technical guidance to FMUs, engage NGOs and other such support systems as and when required, coordinate with other departments and agencies at the District Level etc.

### **Field Management Unit**

Each Range Office of the project is designated as the "Field Management Unit" (FMU). The concerned Range Officer in charge of the Range, as head of FMU, will ensure Project implementation at the range level and will have following major functions:

- i. Execution and supervision of works, including hiring of adequate labour etc.
- ii. Technical advice and support to FPCs, EDCs, and SHGs etc. at the village level.
- iii. Prepare technical papers, reports, plans and maps etc.
- iv. Prepare the site specific development plans, prepare necessary materials, undertake the works and document the physical and financial progress.

The Deputy Ranger/Forester/ Forest Guard of the Forest Beat in which the Project Village lies, shall perform all such duties and functions as are assigned as per the extant Government Resolutions on JFM.

If felt necessary, other forest personnel posted in the Range may also be engaged in specific functions related to the Project namely to assist in administrative matters, assist and guide FPCs/EDCs in administration and account management, consolidate and submit accounting document and prepare and submit FPC/EDC wise progress report, baseline surveys, assist the community in forming FPC/EDC/SHG, facilitate PRA, assist FPC/EDC in formulating Micro Plan and compile the Micro Plan, prepare detailed annual work plan and cost estimate for each Micro Plan, supervise implementation of Micro Plan, initiate participatory monitoring capacity building of FPC/EDC/SHG etc.





## Annexure V

### Recruitment and Service Rules

#### Staffing of PMU

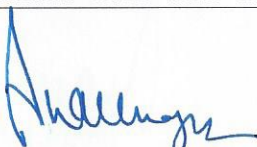
The PMU shall be staffed by officers of the Indian Forest Service, West Bengal Forest Service and West Bengal Audit & Accounts Service, on deputation to the Society. Besides, additional support staff shall also be engaged in the PMU through a service provider engaged on contract basis. If any permanent post lies vacant, the CPD may initiate action to appoint retired government staff as per the norms prescribed by the GB. The staffing of PMU will be as follows:

Rank	Designation
<b><i>On Deputation</i></b>	
Addl. PCCF	Chief Project Director
CCF	Project Director (Finance)
CCF	Project Director (M&E)
CF	Addl. Project Director (Implementation)
CF	Addl. Project Director (Planning & Research)
DCF	Joint Project Director (HRD)
DCF	Joint Project Director (Extension)
Deputy Secretary	Chief Accounts Officer
<b><i>Through Service Provider</i></b>	
	Office Supervisor
	Accountant cum Cashier
	Office Assistant x 2
	Office Attendant
	Receptionist

#### Recruitment of Personnel

The posts of Chief Project Director, Project Directors, Addl. Project Directors, Joint Project Directors, and Chief Accounts Officer shall be filled by appointment of officers in relevant ranks on deputation from Government of West Bengal.

Post	Scale of Pay	Grade from which deputed
Chief Project Director	Equivalent to the pay assigned to the post of Addl. Principal Chief Conservator of Forests in HAG Pay Band as admissible under Indian Forest Service Pay Rules, as amended from time to	Indian Forest Service Officer in the rank of Addl. Principal Chief Conservator of Forests, from the Department of Forests, Govt. of West Bengal



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Held on 25<sup>th</sup> March 2013

Post	Scale of Pay	Grade from which deputed
	time	
Project Director (Finance)	Equivalent to the pay assigned to the post of Chief Conservator of Forests in Pay Band 4 with corresponding Grade Pay as admissible under Indian Forest Service Pay Rules, as amended from time to time	Indian Forest Service Officer in the rank of Chief Conservator of Forests, from the Department of Forests, Govt. of West Bengal
Project Director (M&E)		
Addl. Project Director (Implementation)	Equivalent to the pay assigned to the post of Conservator of Forests in Pay Band 4 with corresponding Grade Pay as admissible under Indian Forest Service Pay Rules, as amended from time to time	Indian Forest Service Officer in the rank of Conservator of Forests, from the Department of Forests, Govt. of West Bengal
Addl. Project Director (Planning & Research)		
Joint Project Director (HRD)	Equivalent to the pay assigned to the post of Divisional Forest Officer in the corresponding Pay Band and grade pay of West Bengal Forest Service as admissible under West Bengal Services (Revision of Pay and Allowance) Rules, as amended from time to time	West Bengal Forest Service Officer in the rank of Divisional Forest Officer, from the Department of Forests, Govt. of West Bengal
Joint Project Director (Extension)		
Chief Accounts Officer	Equivalent to the pay assigned to the rank of Ex-Officio Deputy Secretary in the corresponding Pay Band and grade pay of West Bengal Audit & Accounts Service as admissible under West Bengal Services (Revision of Pay and Allowance) Rules, as amended from time to time	West Bengal Audit & Accounts Service Officer, from the Govt. of West Bengal





The Society shall invite applications through the respective Departments from amongst eligible candidates in the respective rank, for staffing the PMU. Selection will be done by GB from amongst the applicants only and the list of shortlisted candidates will be sent to the respective Department for final selection. This will also ensure compliance of the recommendation of JICA contained in MoD (Para 108), for core staff of PMU: "Frequent transfers of core staff such as the PMU staff increase the difficulties in efficient and timely implementation of the Project components. The JICA Mission strongly recommended WBFD to minimize transfer of the staff, at the minimum for three (3) years, in the core positions under the Project for consistency from the past".

#### ***Salary & Remuneration of Personnel on Deputation***

The officers on deputation to the Society from Government shall be governed by the service conditions of their parent departments, and will continue to draw the salary and other allowances which would have been admissible to them in their parent department.

#### **Support Staff OF PMU and DMU**

Personnel engaged by the Society through the service provider, on contract basis, will be paid consolidated emoluments, commensurate with their qualification and professional experience and overall capability. The consolidated monthly remuneration shall in no case be less than the relevant minimum rates of wages, as notified from time to time, by the Government of West Bengal.

Name of Post	Qualification		Location
	Essential	Desirable	
Office Supervisor	Graduate with computer knowledge	Experience of office working	PMU
Accountant cum Cashier	Commerce Graduate with computer knowledge	Experience of office working	PMU / DMU
Office Assistant	XII Pass with computer knowledge	Experience of office working	PMU
Computer Operator cum Office Assistant	XII Pass with computer knowledge	Experience of office working	DMU
Office Attendant	X Pass	Experience of office working	PMU / DMU
Receptionist	XII Pass with computer knowledge	Experience of office working	PMU

Retired Government officials can be engaged by the Society on contractual basis with the approval of the GB, and shall be paid consolidated remuneration subject to the guidelines of the Finance Department regarding re-employment of retired Government Servants.

#### ***Engagement Procedure of Support Staff***

The support staff is to be engaged through a service provider, on a contractual basis. The process would be guided by the extant rules and regulation of GoWB. Broadly speaking, following procedure would be observed:



- i. An advertisement is to be issued in daily newspapers inviting Expression of Interest (EOI) from reputed firms indicating the essential and desirable qualifications for each category and number of anticipated personnel requirement of PMU and DMU.
- ii. The Expression of Interest (EOI) received from the firms shall be evaluated by a Committee appointed by the Chief Project Director for this purpose and the Committee will short list at least three firms. Sealed bids shall be invited from the short listed firms for contractual services and the same shall be evaluated by the committee.
- iii. The highest ranked firm shall be approved by the Chief Project Director for providing contractual services for a period of one year, which is subject to extension for further period based on the delivery of services to the satisfaction of Chief Project Director.

***Terms and Conditions of Support Staff***

Terms and conditions of support staff would be guided by the policies, rules and regulations of GoWB in the matter. They would, broadly be, as follows:

- Contract will be made with service provider.
- Service provider will deploy the suitable personnel, after obtaining Character certificate from appropriate authority and verification of antecedents of the personnel, subject to acceptance of PMU.
- The engagement will be on consolidated emoluments per month, which will comprise consolidated salary, inclusive of all allowances like H.R.A., conveyance allowance, medical allowance, etc.
- The engagement will not confer any right to a regular appointment at any time in the Project or any other State Government Organizations. The engagement shall be purely temporary in nature.
- The matters of leave shall be specified in the contract with the service provider.
- That in the event of unauthorized absence during the contract period or any other misconduct shall render the contractual staff liable for discontinuance.
- The remuneration of support staff engaged through Service Provider will be revised, in accordance with the prevalent minimum wage rates subject to approval by the Governing Body.

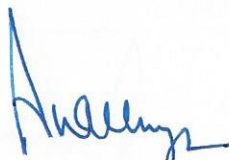
**Leave Rules**

The employees on deputation will be regulated under the leave rules applicable to them in their parent service/organization as per the terms and conditions of the service. The leave of support staff will be regulated as per the contract with the service provider.

Project employees on deputation from government departments shall be entitled to Leave Travel Concession as provided by their parent department for their respective Grade Pay.

**TA / DA Rules**

- i. Project employees on deputation shall be allowed TA/DA and other such allowances in accordance with the provisions of the rules of their parent department.





- ii. Special Invitees (other than Government Officials) to GB, if invited to attend meetings will be entitled to TA/DA at rates commensurate to PD while attending Governing Body meetings.
- iii. For support staff, Traveling allowance and Daily Allowance shall be regulated as per the contract with the service provider.
- iv. Contractual staff, if any, will have the same entitlement of the Traveling Allowance and DA, as applicable to the other personnel of the Society of equivalent rank.

During exigencies and in the interest of the Project work, air travel (economy class) / higher mode of train travel maybe sanctioned by the Chief Project Director.

### **Medical Allowance/Reimbursement**

All officers and staff on deputation shall be entitled to Medical facility/ reimbursement in accordance with the Medical Attendance Rules of their parent department.

### **Code of Public Behaviour**

The Project personnel will be under an obligation to observe confidentiality, impartiality and discipline similar to that required of a public servant. They will not, in the performance of their duties, engage in political or religious propaganda.

### **Disciplinary Matters**

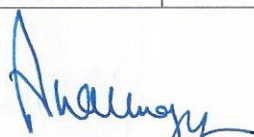
For disciplinary matters, the personnel on deputation from Government will be governed by the Rules/Code of their parent department. In case of any matter requiring disciplinary action, the matter will be referred to the concerned parent department with all relevant and necessary documents/records for taking suitable action.

The support/ contractual staff of the Project shall be governed as per the terms and conditions of their appointment.

### **Performance Appraisal System**

The Performance Appraisal for all officers on deputation from the GoWB shall be submitted as per the three-stage system in vogue. The completed PARs, after three stages of appraisal, shall be forwarded to the Competent Authority for custody and necessary action.

Post	Reporting Authority	Reviewing Authority	Accepting Authority
Chief Project Director	Chairperson, Governing Body	Chairperson, HPC	MIC, Forests
Project Directors	Chief Project Director	Chairperson, Governing Body	MIC, Forests
Additional Project Director	Respective Project Director	Chief Project Director	Chairperson, GB
Joint Project Director	Respective Additional Project Director	Respective Project Director	Chief Project Director

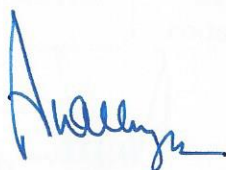


Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

CAO	Respective Additional Project Director	Respective Project Director	Chief Project Director
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In case of any discrepancy in Performance Appraisal Reports for officers on deputation to the project, the 'parent Departments' guidelines shall prevail.

PMU will develop objective criteria for the performance assessment of DMU/ FMU officials and concerned Controlling Officers regarding their performance in the Project. PMU will communicate its assessment to the controlling authorities of the officials for its incorporation in their assessment.





**Annexure VI**

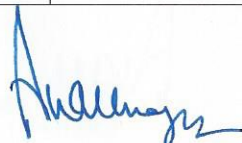
***Delegation of Powers***

The Implementing units namely DMU/ FMU shall exercise Powers strictly as per the Administrative and Financial Powers delegated in the WBFD.

The delegation of powers within the Society is as follows:

**Delegation of Administrative Powers**

Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
1	Selection and appointment of PMU on Deputation	State Government	On recommendation of Governing Body
2	Engagement of support staff	Chief Project Director	Full powers
3	Engagement of contractual staff	Chief Project Director	On approval of Governing Body
4	Sanction of leave, increment etc. to the officers on deputation and staff of the PMU.	Chairperson of Society	As per existing Service Rules
5	Sanction of journey within the State for CPD and for PDs/ Addl PDs/ JPDs/ CAO	Chief Project Director	Full powers
6	Permission for journey outside the state for CPD	Chairperson of Society	Full powers
7	Sanction of journey outside the state for PDs/ Addl PDs /JPDs/ CAO	Chief Project Director	Full powers
8	Sanction of journey of all officers and staff of the Society outside the country	State Government/ GoI	Full powers
9	Sanction of journey within the State for Support/ Contractual staff of PMU	Project Director (Finance)	Full powers
10	Sanction of journey outside the State for Support/Contractual staff of PMU	Chief Project Director	Full powers
11	Selection of Auditors	Governing Body	Full powers
12	Approval of the Annual Plan of Operation	Governing Body	Full powers
13	Constitution of Procurement Committee	Chief Project Director	Full powers
14	Sanction of extra/ substituted items and approval of deviation	Governing Body	Full powers



Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
	from contract		

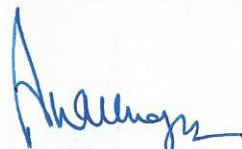
### Delegation of Financial Powers

Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
1	Procurement of materials, stores or moveable assets	Governing Body	Full powers
		Chief Project Director	Upto Rs. 20.00 lakh for a single item
		Project Directors	Upto Rs. 10.00 lakh for a single item
		Addl. Project Directors	Upto Rs. 5.00 lakh for a single item
2	Procurement & approval of payment for services	Governing Body	Full powers
		Chief Project Director	Up to Rs. 20 Lakh for a single item
		Project Director	Up to Rs. 10 Lakh for a single item
		Addl. Project Director	Up to Rs. 5 Lakh for a single item
3	Payment for feasibility studies or schemes for project reports or any other report undertaken or prepared by any consultancy firm or technical organization	Governing Body	Full powers
		Chief Project Director	Up to Rs. 20 Lakh for a single item
		Project Director	Up to Rs. 10 Lakh for a single item
		Addl. Project Director	Up to Rs. 5 Lakh for a single item
4	Drawal, endorsement and negotiation of all cheques, bills of exchange, promissory notes, drafts, Government and other securities	Addl. Project Director	Full powers
5	Issue receipts for, and release, refund and other discharge of money received by the Society and the claims and demands of Society.	Addl. Project Director	Full powers
6	Investment of surplus funds in long and short term deposits/ Fixed Deposits	Governing Body	Full powers
		Chief Project Director	Up to Rs. 5 Crore in one time
7	Opening of bank account(s)	Governing Body	Full powers



Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
	of the Society and operate/ authorize operation thereof		
8	Sanction of contingent expenditure - Recurring	Chief Project Director	Full powers
		Chief Accounts Officer	Up to Rs. 10000.00 in each case
9	Claims in respect of Salary/Wages, T.A., Advances, allowances, medical reimbursement and other personal entitlement	Addl. Project Director for officials on deputation, non-official special invitees attending GB meetings	Full powers with power to delegate
		Chief Accounts Officer for others	Full powers
10	Sanction of advances to carry out the Project activities	Governing Body	Full powers
		Chief Project Director	Up to Rs. 25 Lakh in each case
11	Signing of cheques	Governing Body	Full Powers including powers to delegate
12	Sanction entitlements of Officers/ staff working in the Society	Chief Project Director	Full powers, including power to delegate
13	Administrative approval and financial sanction of works under the Project; Approval and acceptance of tender, Call Notice and Bid documents	Governing Body	Full powers
		Chief Project Director	Up to Rs. 50 Lakh for a single item of work
		Project Director	Up to Rs. 20 Lakh for a single item of work
		Addl. Project Director	Up to Rs. 10 Lakh for a single item of work
14	Writing off a. Loss due to theft, fraud; b. Loss due depreciation; c. Disposal of unserviceable or surplus store	Governing Body	Full powers
		Chief Project Director	Up to Rs. 2.00 Lakh
		Project Director	Up to Rs. 1.00 Lakh
		Addl. Project Director	Up to Rs. 0.20 Lakh
15	Power to sanction estimates for purchase of store, machines, tools and plant required for approved works	Chief Project Director	Full powers
		Project Director	Up to Rs. 10.00 Lakh
		Addl. Project Director	Up to Rs. 5.00 Lakh
16	Sanction of expenditure on office expenses such as stationeries, computer	Governing Body	Full powers
		Chief Project Director	Up to Rs. 2.00 Lakh
		Project Director	Up to Rs. 1.00 Lakh



Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

Sl. No	ITEM	AUTHORITY	EXTENT OF POWER
	accessories, maintenance of office equipments, repairs to office furniture, Entertainment expenses and other expenses incidental to the implementation of the Project	Addl. Project Director	Up to Rs. 0.50 Lakh
17	Hiring of vehicles, buildings, warehouse	Chief Project Director	Full powers
18	Books, periodicals and Printing charges such as pamphlets, manuals, brochures etc.	Chief Project Director	Full powers, including power to delegate
19	Office Telephone including internet connection. Residential including internet connection Telephone. Mobile Phone	Governing Body	Full powers
		Chief Project Director	Upto Rs.5000 per month /connection. Upto Rs.2500 per month /connection. Upto Rs.2000 per month / connection

All powers delegated above are to be exercised in accordance with the procedure and provisions laid down in this Operational Manual. Any specific delegation of powers will be automatically conferred to the administratively superior level.

In case of items not covered in this OM, procedure laid down in WBFR of GoWB shall apply in which case the powers shall be as follows:

POWERS CONFERRED UPON BY WBFR	TO BE EXERCISED BY
Head of Office	Addl. Project Director (Implementation)
Head of Department	Chief Project Director
Administrative Department	Chairperson, GB
Above Administrative Department	Chairperson, HPC

Rates, Procedures and Guidelines approved by specialized line departments for specialized purposes can be utilized by the Society for related works with approval of Chairperson,GB.





## **Annexure VII**

### **Procurement**

Procurement of goods and services for the Project shall be in accordance with the "Guidelines for Procurement under Japanese ODA Loans" of March 2009 and selection of consultants shall be in accordance with "Guidelines for Employment of Consultants under Japanese ODA Loans" of March 2009.

### **Definitions**

1. **GOODS** include all equipment, machinery and materials to be procured by the Society.
2. **EQUIPMENT** includes vehicle, computers and their peripheral equipments, GPS, other IT-related equipments, office furniture and other office equipment etc.
3. **MATERIALS** include office stationery, software, satellite imageries, nursery-related material (i.e., polythene bags, fertilizer, etc.) and construction material (i.e., cement, bricks, lumber, glass, pipes, etc.).
4. **SERVICES** includes consultancy by individual, agencies/ firms etc., contractual engagements, and all service providers.

### **General Principles of Procurement**

1. Every authority delegated with the financial powers of procuring goods and services shall have the responsibility and accountability to bring efficiency, economy, and transparency in matters relating to procurement and for fair and equitable treatment of suppliers, vendors, contractors.
2. The rule of fair competition in procurement shall be promoted within the laws of the land.
3. With due consideration to non-discrimination among eligible suppliers, vendors, contractors, all eligible suppliers, vendors, contractors shall be treated equally.
4. The procurement authority should satisfy itself that the selected offer adequately meets the requirement in all respects, and the price of the selected offer is reasonable and consistent with the quality required.
5. The documentation of each process of procurement is mandatory. At each stage of procurement the concerned procurement authority must place on record, in precise terms, the considerations which weighed with it while taking the procurement decision.
6. The specifications in terms of quality, type etc., and quantity of goods to be procured, shall be clearly spelt out keeping in view the specific needs of the Society. The specifications so worked out should meet the basic needs of the Society without including superfluous and non-essential features, which may result in unwarranted expenditure.
7. Procurement Committee for PMU shall be constituted by the CPD by issuing separate orders. The powers for procurement are delegated to the various officials of PMU as described in this OM.
8. In case of DGS & D approved rate contracts, such items can be procured subject to the prior approval of the Chief Project Director.
9. The Procurement of goods and services for the Project shall be implemented in accordance with Loan Agreement. If any restriction in procurement by the West



Bengal FD and/ or Government of West Bengal affects the implementation of Project, PMU shall secure necessary permission from the Government of West Bengal and/ or West Bengal FD for exemptions from such restrictions.

### **Methods of Procurement**

There shall be four types of procurement methods depending on the types of equipment and materials, amount of procurement and other circumstances:

- Purchase of Goods without Quotation
- Price Quotation
- Tender
- Direct Order

DMU may be authorized by the PMU to follow the above methods for procurements where funds from the Society or from the Project are being utilized for procurement.

#### ***Purchase of Goods without Quotation***

Purchase of goods up to the value of Rs. 2500.00 (Rs. Twenty five hundred) only can be done without asking for quotations.

#### ***Purchase of Goods with Quotations***

This procurement method is based on comparing price quotations obtained from minimum of four suppliers, vendors and contractors etc., to assure competitive prices. This method is to be followed for procuring readily available off-the shelf goods or standard specification commodities of small value, or simple civil works of small value. Purchase/procurement of goods upto the value of Rs. 100000.00 (Rs. One lakh) only per item can be done using this method.

DDO of the PMU/DMU shall identify at least three, preferably five suppliers, vendors, contractors etc., of goods to be procured and request them to submit the quotations in writing. The parties to whom the enquiry has to be sent may be decided based on the past contacts, contacts made by the parties through personal approach, parties selected from the advertisement/listing in the newspapers, yellow pages, websites, etc. Notice for quotation shall also be issued through notice board of the DMU offices, the offices of the Sub-Divisional Officers and the District Magistrates and the Panchayats, Municipalities, in respect of offices outside Kolkata. In Kolkata, such notice shall be displayed in the notice board of PMU and Local WBFD Offices.

Quotations should be obtained in writing in sealed cover which shall be opened in presence of willing agents on the date specified. The quotation shall clearly indicate the date of issuance of the quotation and period of validity. The quotation should also indicate tax and duties separately.

#### ***Tender***

Tender process shall be followed for purchase of goods valued more than Rs. 100000.00 (Rs. One lakh) only, through an open competitive bidding process with advertisement in newspapers. Tender notice shall always be given due publication through the leading dailies in English, Hindi and Bengali. Such notice should be published through Information and Cultural Affairs Department. The limit prescribed herein applies to an article or a collection of articles more or less of one kind or obtained from one source. The use of intermediate general suppliers should be discouraged.





Selection of agency should be made on the basis of at least three tenders, which shall be opened in presence of willing agents. If the number of tenders received is less than three, tender should be invited afresh.

The standard procedure as mentioned in JICA Guidelines for Procurement of Goods in ODA Loans shall be followed in the tender process. All such bids shall have two components viz. (a) Technical bid and (b) Financial bid in two separate sealed envelopes submitted together. Scrutiny of offers received shall be done by a 'Procurement Committee' constituted by the Chief Project Director for the purpose. Recommendations of the 'Procurement Committee' will be put up for approval of the Competent Authority.

#### **Direct Order**

Direct Order is contracting without competition (also known as single source) and may be an appropriate method under the following circumstances:

- i. Items listed under the rate contracted goods by the Directorate General Supplies and Disposal (DGS&D) & Director of Industries, Government of West Bengal.
- ii. Standardization of equipment or spare parts, to be compatible with existing equipment, may justify additional purchases from the original supplier. For such purchases to be justified, the original equipment shall be suitable, the number of new items shall generally be less than the existing number, the price shall be reasonable, and the advantages of another make or source of equipment shall have been considered.
- iii. The required equipment is proprietary and may be obtained only from one source.
- iv. Critical items from a particular supplier as a condition of appropriate functioning.
- v. In exceptional cases, such as in response to exigencies, natural disasters etc.

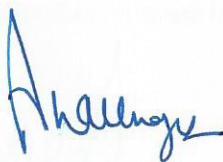
#### **Evaluation and Sanction of Quotations/ Tenders**

Upon receiving the quotations/ tenders, authorized officer of the PMU/ DMU/ FMU shall prepare Summary Note of the quotations/ tenders. The sanction will be accorded by the authorized officer as per powers vested under this OM, as modified from time to time.

#### **Supply Order**

In the normal course the order for supply shall go in favour of the firm/supplier who has made the lowest offer. A formal order, after sanction from competent authority, shall be issued which shall include the name of the supplier, detailed description of the item to be supplied in unambiguous terms including the make and specifications, quantity, unit rate and the total value, applicable taxes and duties, freight and delivery charges if any, place of delivery, validity period of the order, payment terms, penalty clause, if any, for delay in supply.

Based on the approved documentation (orders etc.) and quotations/ tender offers from suppliers, DDO of the PMU/ DMU will place the Supply Order with a clear understanding that the expenditure involved in the procurement has received the sanction of the competent authority and that funds are available under the proper head of accounts in the year in which the total cost will be adjusted.



### **Liquidated Damages**

If the supplier fails to deliver any or all of the goods within the time period(s) specified in the Supply Order, the Society will be entitled to the remedies detailed in accordance with the existing laws and regulations.

### **Termination**

The right to cancel a Supply Order rests with the Sanctioning Authority.

### **Receiving Inspection**

Upon the delivery of goods by the supplier, DDO of the PMU/ DMU/ FMU or authorized representative of PMU shall check all the goods to ensure that the delivered goods are in accordance with the Supply Order. The inspection report shall be prepared and maintained.

### **System of Payment Preparation**

The supplier shall submit Invoice that is acceptable to PMU/ DMU/ FMU. Invoice will be paid after making due deductions and receipt of the Inspection Note.

### **Advance Payment**

If it becomes necessary to make advance payments against some contracts, it should not exceed 20% of the value of the contract amount. However, PMU may agree on other terms and conditions in extraordinary cases.

### **Goods to be procured by FPC & EDC**

Funds of the Project that are received by FPCs/ EDCs will be spent according to approved Microplans.

### **Stock and Stores**

- i. The bills to be passed for payment should bear the certificates that "Goods have been Received in Good Condition" and that "the Goods have been entered in the Stock Register at page No....."
- ii. Entry of such stores should be recorded in the Stock Register item-wise and issue of the consumable Goods may be shown in the said register.
- iii. Fixed Assets should be entered in the Fixed Asset Register in Form No. 11, asset wise and the serial number of the asset should be recorded on the asset itself legibly.
- iv. Verification of the Stock and Stores should be made at least once in a year by an Officer authorized by the CPD and result of such verification should be recorded on the concerned Stock Register.
- v. Any loss of stock due to theft, misappropriation or damage should be brought to the notice as per procedure prescribed.





## **ANNEXURE VII**

### ***Accounting Principles and Procedure***

#### **Introduction**

Transparency and accountability are the main criteria associated with the handling of any public fund. Keeping this in view and for the sake of financial propriety and discipline, the following accounting principles for conduct of business and maintenance of accounts of the West Bengal Forest and Biodiversity Conservation Society (WBFBCS) have been formulated. The accounting principles to be followed by WBFBCS shall broadly be in conformity with the West Bengal Financial Rules (WBFR), unless otherwise specified in the Operational Manual (OM).

The Chief Project Director, being the Chief Executive Officer (CEO) of the Society, shall have overall responsibility for adherence to these Principles, which may be reviewed and modified whenever felt necessary with the approval of the Governing Body.

#### **Objective**

The objectives of the Accounting Procedure are:

- To introduce necessary system for finance, purchases, accounts and audit;
- To record transactions on principles of commercial accounting;
- To introduce standard forms and formats, with codified heads of account;
- To introduce Management Information System (MIS) for decision making, corrective action and generating basic data for submission to appropriate authorities;
- To maintain records of the Assets and Liabilities, income and expenditure account and various Receipts & Payments account of the Society;
- To exercise internal control and check on transactions of the Society;

#### **Removal of Doubts**

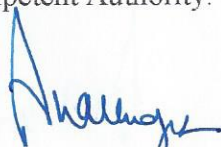
Where doubt arises as to the interpretation of any of the provisions provided herein, the matter shall be referred to the Chief Project Director (CPD), who shall resolve the issue, based on the principles governing the Project and the spirit of WBFR. The CPD may also refer the matter to the Finance Department, GoWB, if required.

#### **Standards of Financial Propriety**

As a general rule, no authority may incur any expenditure or enter into any liability involving expenditure from Project Funds until the expenditure has been sanctioned by general or specific orders of the Competent Authority (as identified in the Chapter on Delegation of Powers) and the expenditure has been provided for in the authorized grants and appropriations.

Unless otherwise expressly authorized, moneys shall not be withdrawn from the Project accounts for investment or deposit elsewhere, without the consent of the Chief Project Director.

Funds shall be withdrawn only if required for immediate eligible payment and the expenditure or payment is authorized under any provision as stated herein, or by any general or specific order of a Competent Authority.



Every functionary incurring or authorizing expenditure from Project Funds should be guided by highest standards of financial propriety. Every functionary should also enforce financial order and strict economy at every step and see that all relevant rules and regulations are observed by his own office and his subordinate authorities. The following general principles should be properly emphasized:

- Every functionary is expected to exercise the same vigilance in respect of expenditure incurred from Project Funds and Public Money as a person of ordinary prudence would exercise in respect of expenditure of his own money.
- The expenditure should not be, prima facie, more than that the occasion demands.
- No authority should exercise its power of sanctioning expenditure to pass an order which will be, directly or indirectly, to its own advantage.

### **Control of Expenditure**

The PMU and respective Heads of DMU/FMU shall see not only that the total expenditure is within the limits of authorized appropriation but also that the funds allotted are expended in public interest and upon objects for which the money was provided. (S)He must be in a position to assume responsibility for expenditure incurred and to explain or to justify any instance of excess or financial irregularity that may be brought to notice as a result of audit scrutiny or otherwise.

### **Reconciliation of Accounts**

The respective Heads of FMUs and DMUs shall arrange regular reconciliation of expenditure and revenue with the DMU and PMU, respectively. Any error detected shall be got corrected without delay.

### **Internal checks against irregularities, loss, fraud etc.**

In discharge of his ultimate responsibility for the administration of grants or appropriations or a part thereof, placed at his disposal, the PMU and every Head of DMU/FMU, must satisfy himself not only that adequate machinery exists within the organization for systematic internal checks to prevent and detect errors and irregularities in the financial proceedings of his subordinate offices and to guard against waste and loss of public money and stores, but also that the checks are effectively applied.

### **Maintenance of Accounts and Returns**

Every functionary whose duty it is to prepare and render any accounts and returns in respect of Project Funds or Stores, shall be personally responsible for their completeness and strict accuracy and their dispatch within the prescribed time schedule.

An officer who signs or countersigns a certificate shall be personally responsible for the facts certified to, so far as it is his duty to know or to the extent to which he may be reasonably expected to be aware of them.

### **Accounts of the Society/PMU**

The authority for the maintaining accounts of the Society will be the PMU.





***Head of Office of PMU***

The Chief Project Director shall have the power to declare officers in the PMU as the Head of Office of the Office of Chief Project Director, WBFBC Project and also the Drawing and Disbursing Officer (DDO) of the office of PMU.

***Fund Management***

- i. The Society shall receive funds from the State Government, Government of India or from any other source as may be permitted by the State Government by way of revenue grants, capital grants or specified grants against projects.
- ii. For meeting day to day administrative expenses, the PMU may maintain an imprest cash balance of Rs. 25000.00 (Rupees Twenty five thousand) only with a subordinate disburser to be designated by the CPD.
- iii. All funds received by the Society shall be deposited in the "Saving Accounts" of one or more Nationalized Banks and shall be kept in appropriate scheme so as to maximize returns on idle balance.
- iv. Funds received in form of cheque or draft shall be entered in the Draft Register to be maintained in Form No.1 and should as quickly as possible, in any case not later than three working days, be deposited in the designated bank account.
- v. Funds received in cash / draft / cheque or any other form of bank transactions should be supported by the Money Receipt to be issued in Form No. 2 and should be deposited in the manner as in Sub-rule (iv) above. The money receipts should be printed and machine numbered in duplicate carbon copy. A Stock Register of Money Receipt Books should be maintained in Form No.3. A certificate regarding the number of pages contained in the Money Receipt Book is to be furnished on the front page by the Head of Office.
- vi. The Chief Executive Officer/ Chief Project Director or any other officer(s) of the Society duly authorized by him may operate the financial transactions of the Society in the bank individually or jointly, as decided by the CPD.
- vii. All bank accounts of the Society shall be reconciled on monthly basis by preparing BRS and all outstanding entries appearing in the reconciliation statement shall, as far as possible, be cleared before the next reconciliation is undertaken.
- viii. Interest accrued on bank deposits shall be retained by the Society and utilized for the implementation of the Project as per guidelines of scheme.
- ix. If Society decides to deposit funds in fixed deposit or any other scheme, a fixed deposit register shall be maintained in Form No. 4 and timely renewal of the same shall be made, if funds are not required for expenditure during the next month.

***Accounting System***

- i. Double entry mercantile system of accounting shall be adopted by the Society.
- ii. The financial year of the Society shall commence from the 1st April of each calendar year and will end on 31st March of the next calendar year.
- iii. All books of accounts shall be maintained by the respective Head of Office at PMU/ DMU/ FMU/ JFMC/ EDC.
- iv. Receipt and Payment account and Income & Expenditure Account for the financial year and Balance Sheet as on 31st of March every year shall be prepared within 90 days after closure of the financial year.



- v. The maintenance of records shall be in such a way as to comply with requirement of extant Statutory Acts and Statutes.
- vi. All the accounts shall be balanced and monthly trial balance shall be prepared within the first week of the subsequent month.

***Books of Accounts***

The primary books of accounts to be maintained by the Society shall be as follows:

- Cash Book
- Bank Book
- Journal Book
- General Ledger
- Grants Ledger

The following subsidiary registers shall also be maintained-

- Register of Drafts/Cheques received
- Register of Fixed Deposits
- Stock Register of Cheque Books
- Register of Outgoing Cheques
- Stock Register of Money Receipt Books
- Register of Misc. Advances
- Salary Register
- Tax Deducted at Source Register
- Fixed Assets Register
- Stock & Store Register
- Any other register that may be found necessary

A certificate regarding the number of pages contained in each Book and Register is to be furnished on the front page by the Head of Office.

***Cash Transactions and the Cash Book***

- i. All remittances to the Society exceeding Rs. 2500.00 (Rupees Two thousand five hundred) only shall be received by means of account payee cheques/ bankers cheques or drafts in the name of the Society or as expressly specified for any purpose.
- ii. Cash purchases may be permitted for a sum not exceeding Rs. 5000.00 (Rupees Five thousand) only in each case of emergency out of the imprest kept in the office. For payment exceeding Rs. 5000.00 (Rupees Five thousand) only, account payee cheques will be issued.
- iii. The Cash Book (Double Column) should be maintained in printed forms with pages machine numbered.
- iv. Funds received on behalf of the Society and the expenditures & advances made are to be recorded in the Cash Book.
- v. The Cash Book should be written on daily basis by the Accountant and all entries are to be attested on a regular basis by the DDO, who is also authorized to sign the Cash Book.
- vi. The Cash Book should be written in Ball Pen.





Minutes of Meeting of Governing Body  
Held on 25<sup>th</sup> March 2013

- vii. Any correction in the Cash Book should not be made by overwriting. The incorrect entry should be clearly scored off and correct entry made separately under attestation of the DDO.
- viii. Physical verification of Cash Balance should be made by the DDO at least once every month and his findings recorded in the Cash Book.
- ix. Debits and Credits towards bank charges, commission or interest which appear in the Bank Statements with supporting debit and credit slips received from the bank shall be recorded in the Cash Book.
- x. The Bank balance should be reconciled at the end of each month by preparing a Bank Reconciliation Statement (BRS).

**Bank Transactions**

- i. Bank operation should be reduced to minimum number of accounts.
- ii. All Cheques/Bank Drafts etc. received by the Society should be deposited immediately & not later than three days.
- iii. All Cheques shall be received only in the name of the Society and it is to be ensured that they are crossed "Account Payee" immediately on receipt for banking.
- iv. All Cheques issued shall bear the signature of the Officer(s) duly authorized for the purpose by CPD. Amount of the Cheque both in words & figures should be written in such manner that there should be no scope for interpolation.
- v. All bank payments shall be made by crossed "Account Payee" Cheques except self-drawl for office cash requirements.
- vi. Bank statements are to be obtained by the 7<sup>th</sup> of every month for the preceding month's transactions and bank reconciliation statement should be prepared for each of the Bank Accounts in operation. Such reconciliation should be reviewed for action wherever necessary.
- vii. Cheque number of each of the Cheque issued should be mentioned in the Cash/Bank Book, while giving the narration of such payment.
- viii. Cheque/Draft, inward (receipts) and Cheque outward registers should be maintained to record all the incoming cheques with particulars in Form No. 1 and outgoing cheques with particulars in Form No. 5. These registers should be signed by the authorized signatory to the cheques.
- ix. Cheques shall be payable at any time within three months after the month of issue. If the currency of a Cheque should expire owing to its not being presented within the period of validity, it may be received back by the Society and cancelled and a new Cheque in lieu of it may be issued. In case such a Cheque is not returned due to loss etc., the entry will be made in cash book. The bank drawn on should be required to furnish a non-payment certificate as under:

*"Certified that Cheque No .....Dt..... for Rs. ....  
(Rupees .....) reported by the ..... of  
the WBFBC Society to have been drawn by him on this bank in favour of  
..... has not been paid and will not be  
paid if presented hereafter.*

*Bank Manager*

- x. When it is necessary to cancel a cheque, the cancellation must be recorded on the face of the Cheque and preserved for audit. If the Cheque is not in the DDO's





possession, the bank drawn on should be immediately addressed to stop payment of the Cheque under intimation to the drawee requesting him to return the Cheque.

- xi. If the Society is informed that a Cheque drawn by it has been lost by the drawee, the required non-payment certificate as noted above be obtained from the Branch Manager of the concerned bank after which it may consider to issue another Cheque.

### ***Journals***

- i. Where any accounting effect is to be given without making any payment either in cash or through bank like adjustment of advances against final bills or rectification of mistakes etc., such effect can only be given through Journal Vouchers in Form No. 6.
- ii. After every Journal Voucher is prepared and approved, an entry of the same shall be made in the Journal Register. This will help to ensure that no Journal Voucher is missed which needs to be recorded.
- iii. The Journal Register shall be maintained in Form No. 7.
- iv. The Journal Voucher is to be prepared after taking approval of the CPD or any officer authorized by him. The voucher is to be serially numbered & filed along with all supporting vouchers.

### ***Grants/ Advances***

- i. After approval of the works programmes to be executed under different DMUs, the DMUs shall make assessment of funds requirement and send proposal to the PMU for payment of grants/advances. The PMU shall issue cheques/drafts or through any other bank transaction in favour of the DMUs.
- ii. Subsequent payment of grants/ advance to DMUs should be based on utilization of previous advances to the satisfaction of competent authority. (50% ??)
- iii. Apart from this, various advances such as the T.A. advance or advance for other purposes etc. may have to be given. Such advance payment may be sanctioned on "Advance Requisition Form" in Form No. 8 and an Advance Register for such miscellaneous advances shall be maintained in Form No. 9. If any such advance remains outstanding for more than four months, it may be recovered from the salary of the concerned officer with interest @ 18 % per annum.
- iv. The advance register should be periodically reviewed by the CAO or any other Authorized Officer and action taken for settlement of long outstanding advances.
- v. Advances paid should also be recorded in the Cash Book in shape of advance.

### ***Payments for Procurement / Works***

- i. No advance to supplier or contractor shall be made unless specifically provided for under the terms and conditions prescribed for any procurement or work.
- ii. Payments to suppliers or contractors involving more than Rs. 5000.00 (Rupees Five thousand) only shall be made by means of Crossed Cheques. However, for petty purchases below Rs. 5000.00 (Rupees Five thousand) only, cash payment may be made out of the Imprest funds.
- iii. All payments shall be made against supporting vouchers/ bills in original.
- iv. The supporting bills/ vouchers which are passed for payment should be cancelled with rubber stamp "Paid and Cancelled" to prevent duplicate payment.





- v. When supporting bills/ vouchers cannot be obtained for any expenses, certificate of payment is to be made by the person making such payment in Form No. 12 and the same is to be duly countersigned by DDO.

**Bank Reconciliation Statement**

- i. Bank Reconciliation Statement (BRS) will be prepared on a monthly basis, in the following manner.
- A Balance as per Cash Book (Bank Column)
  - B Add
    - a. Cheques issued but not presented (list enclosed)
    - b. Other credits included in Bank statement i.e., interest from deposits etc., if any, but not entered in Cash Book (Bank Column) (List enclosed)
  - C Total
  - D Less
    - a. Cheques deposited in bank but not credited by bank as per statement.
    - b. Bank charges not entered in Cash Book (Bank Column).
    - c. Cheques dishonoured but not yet reflected in Cash Book (Bank Column) (List enclosed)
  - E Balance as per Bank Statement.
- ii. The BRS shall be prepared for every bank separately by the Accountant and produced before the CAO for verification and signature.

**General Ledger**

General Ledger is maintained to record individual account for each kind of income & expenditure other than Cash Account & Bank Account. This should ultimately help the Society to prepare the monthly Trial Balance and Annual Statement of Income & Expenditure and other financial statements. General Ledger shall be in printed books and machine numbered. Entries in the General Ledger shall be posted on the basis of original entries recorded in the Cash Book and Journal Books. Connected Columns in the General Ledger shall have brief narration as contained in the Cash Book and Journal Book. In addition, subsidiary ledgers may be maintained to record details of various transactions to supplement the General Ledger. The General Ledger Account shall be maintained by the Accountant and reviewed periodically by the CAO.

**Grants Ledger**

A Control Register for the grants/advances paid to DMUs and UCs received shall be maintained in Form No. 10. This is necessary to watch work progress in the field and submission of UC to the appropriate authority. This ledger also helps to know the outstanding UCs and ensure submission of the same by the DMUs. Separate pages of register will be allotted to different DMUs. Grants Ledger shall be maintained by CAO and reviewed periodically by the PD (Finance).

**Heads of Accounts**

The detailed Heads of Accounts shall be prescribed for the Project by the CPD with approval of the Governing Body. The Detailed Head of Account shall be formulated and



finalized based on funds allocated by JICA in various categories as per Minutes of Discussion (MOD).

### **Accounts of DMU**

After the respective Action Plans are approved by the GB, the PMU shall take expeditious steps to release grants/advances in favour of the DMUs for execution of the programmes.

### **Fund Management**

- i. Each DMU will prepare a detailed Receipt and Payment Account and Trial Balance for each month and send to PMU by 10th day of next month.
- ii. The DMUs on receipt of the cheques/ drafts from the PMU shall enter the same in the "Register of Cheques/ Drafts Received" (Form No. 1).
- iii. All funds received by the DMU shall be deposited in the "Saving Accounts" of a Nationalized Bank.
- iv. For meeting day to day administrative expenses, the DMU may maintain an imprest cash balance of Rs. 10000.00 (Rupees Ten thousand) only with a subordinate disburser to be designated by the Head of DMU.
- v. The DMU shall require the FMUs to submit their requisitions for funds JFMC wise and Activity wise.
- vi. On receipt of the requisitions received from the FMUs, the DMU shall take steps to issue crossed cheques/ drafts in favour of the individual JFMCs/EDCs and FMUs.
- vii. **The DMU should not issue funds in single cheque in favour of the JFMC/EDC for the full requirement of the project work to be executed by the JFMC/EDC. Funds may be released on monthly & quarterly basis on watching the progress of work done.**
- viii. The DMUs, on release of the funds, shall record the same in the "Grants Paid and UCs Received" register in Form No. 10.
- ix. Payments in connection with procurements or works shall be through crossed cheques only. A "Register of Outgoing Cheques" shall be maintained in Form No .5.
- x. Bank accounts of the DMUs shall be reconciled on monthly basis. Outstanding entries appearing in the Bank Reconciliation Statement shall be cleared before the next reconciliation is undertaken.
- xi. Advances such as the T.A. advance or advance for other purposes etc. may be sanctioned on "Advance Requisition Form" in Form No. 8 and an Advance Register for such miscellaneous advances shall be maintained in Form No. 9. If any such advance remains outstanding for more than four months, it may be recovered from the salary of the concerned officer with interest @ 18 % per annum.
- xii. Generally the programmes will be executed through the FPCs/EDCs and in some cases through the Head of FMU. It may also become necessary in certain cases to execute the programmes through the NGOs, contractors or firms. In such cases no advances should be paid to the contractors, NGOs or firms. Payments shall be made to them through their pre-audited works bills only.





***Cash Transactions and Cash Book***

- i. Cash purchases may be permitted for a sum not exceeding Rs. 2500.00 (Rupees Two thousand five hundred) only in case of emergency out of the imprest kept in the office. For payment exceeding Rs. 2500.00 (Rupees Two thousand five hundred) only, account payee cheques will be issued.
- ii. A separate Cash Book for the funds advanced by the PMU should be maintained in the DMU & the project transactions should not be mixed with other transactions.
- iii. The Cash Book should be maintained in printed forms with pages machine numbered. A certificate regarding the number of pages contained in the Cash Book is to be furnished on the front page of the Cash Book by the Head of DMU.
- iv. Funds received on behalf of the DMU and the expenditures & advances made are to be recorded in the Cash Book.
- v. The Cash Book should be written on daily basis by the Accountant and all entries are to be attested regularly by the Head of DMU, who is also authorized to sign the Cash Book.
- vi. The Cash Book should be written in Ball Pen.
- vii. Any correction in the Cash Book should not be made by overwriting. The incorrect entry should be clearly scored off and correct entry made separately under attestation of the Head of DMU.
- viii. Physical verification of Cash Balance should be made by an officer duly authorized by the Head of DMU at least once every month and his findings recorded in the Cash Book.
- ix. Debits and Credits towards bank charges, commission or interest which appear in the Bank Statements with supporting debit and credit slips received from the bank shall be recorded in the Cash Book.
- x. The Bank balance should be reconciled at the end of each month by preparing a bank reconciliation statement.
- xi. Each DMU will prepare a detailed monthly Receipt and Payment account based on the Cash Book maintained separately for this purpose.

***Retention of Records***

- i. A separate Register shall be maintained in the DMU and assets created through deployment of WBFBC Society funds are to be noted there for the purpose of facilitating audit.
- ii. All the accounts, vouchers and documents relating to the procurement or work shall be preserved at the DMU for the purpose of audit and shall be open to audit engaged by the PMU.
- iii. Destruction of records/vouchers/documents shall take place only after obtaining specific approval of the PMU.

***Accounts of FMU***

- i. The FMUs are the units for execution of the project works individually (all works other than Community Development & IGA) and with the JFMC/EDC participation (works of Community Development & IGA).
- ii. Each FMU will prepare a detailed Receipt and Payment Account for each month and send to DMU by 5th day of next month.



- iii. The FMUs on receipt of the cheques/ drafts from the DMU shall enter the same in the "Register of Cheques/ Drafts Received" (Form No. 1).
- iv. All funds received by the FMU shall be deposited in the "Saving Accounts" of a Nationalized Bank.
- v. For meeting day to day administrative expenses, the FMU may maintain an imprest cash balance of Rs. 5000.00 (Rupees Five thousand) only.
- vi. The DMU shall require the FMUs to submit their requisitions for funds JFMC wise and Activity wise.
- vii. On receipt of the requisitions received from the FMUs, the DMU shall take steps to issue crossed cheques/ drafts in favour of the individual JFMCs/EDCs and FMUs.
- viii. All cheques issued by the DMU in favour of the JFMC/EDC shall be routed through the FMU. Before handing over the cheques to the JFMC/EDC, Cheques should be entered in a register to be maintained in Form No. 15 for watching the progress of expenditure and preparation of works bills of the JFMC/EDC.
- ix. The FMU shall be responsible for maintenance of all expenditures relating to the WBFBCP in respect of the works executed by them departmentally.
- x. Payments in connection with procurements or works shall be through crossed cheques only. A "Register of Outgoing Cheques" shall be maintained in Form No .5.
- xi. Bank accounts of the FMUs shall be reconciled on monthly basis. Outstanding entries appearing in the Bank Reconciliation Statement shall be cleared before the next reconciliation is undertaken.
- xii. Cash purchases may be permitted for a sum not exceeding Rs. 2500.00 (Rupees Two thousand five hundred) only in case of emergency out of the imprest kept in the office. For payment exceeding Rs. 2500.00 (Rupees Two thousand five hundred) only, account payee cheques will be issued.
- xiii. A separate Cash Book for the funds advanced by the DMU should be maintained in the FMU & the project transactions should not be mixed with other transactions.
- xiv. The Cash Book should be maintained in printed forms with pages machine numbered. A certificate regarding the number of pages contained in the Cash Book is to be furnished on the front page of the Cash Book by the Head of DMU.
- xv. Funds received on behalf of the FMU and the expenditures & advances made are to be recorded in the Cash Book.
- xvi. The Cash Book should be written on daily basis and all entries are to be attested regularly by the Head of FMU, who is also authorized to sign the Cash Book.
- xvii. The Cash Book should be written in Ball Pen.
- xviii. Any correction in the Cash Book should not be made by overwriting. The incorrect entry should be clearly scored off and correct entry made separately under attestation of the Head of FMU.
- xix. Debits and Credits towards bank charges, commission or interest which appear in the Bank Statements with supporting debit and credit slips received from the bank shall be recorded in the Cash Book.
- xx. The Bank balance should be reconciled at the end of each month by preparing a bank reconciliation statement.





- xxi. Each FMU will prepare a detailed monthly Receipt and Payment account based on the Cash Book maintained separately for this purpose.
- xxii. While Cash is withdrawn from the bank for expenditure, adequate arrangement should be made for safe custody of the Cash before disbursement.
- xxiii. All necessary records like the bill register, register of wages, muster roll etc, where necessary should be followed.
- xxiv. All works done by the JFMC/EDC and the FMU should be measured / check measured and bills to the effect prepared for submission to the DMU.
- xxv. For works executed through NGO or firm or Contractor, similar procedure of field visit, measurement / check measurement by the head of FMU should be undertaken and bills prepared in the same manner as indicated above.
- xxvi. Crossed cheques issued in favour of such parties shall be paid through the FMU. The FMU on receipt of such Cheques should immediately disburse the same to the Party concerned and obtain & preserve necessary acknowledgement.
- xxvii. The bill should be prepared as per the provisions contained in the rules and should bear the certificate that the work has been properly supervised, quality materials like seedlings and manure etc., utilized and works performed as per specification.
- xxviii. All bills prepared and sent to DMU should be recorded in a register, different pages being assigned to different JFMC/EDC and to the FMU. After the bills are passed by the DMU, the amount for which the bills have been passed should be entered in the register.
- xxix. For small procurements or petty works, if any, required procedures should be followed and all records and register to the effect should be maintained separately.
- xxx. All records and registers maintained in connection with the project works should be produced before the audit by the Chartered Accountants engaged by the PMU.
- xxxi. No records of the FMU or of the FPC/EDC relating to WBFBCP works shall be destroyed without the prior permission of PMU.

#### **Accounts at JFMC/EDC level**

- i. The JFMC/EDC shall operate its existing Savings Bank Account as the 'Community Development Fund' for depositing funds for Community Infrastructure Development activities and other allied activities.
- ii. A second Savings Bank Account shall be opened as 'Revolving Fund' for Income Generation Activities, in any Nationalized Bank or in the nearest Gramin Bank.
- iii. The two accounts of the FPC/EDC shall be operated jointly by the Forest Official (Member Secretary, FPC / Joint Convener, EDC) and a Member of the Executive Committee, duly authorized by the Executive Committee.
- iv. For and on behalf of the FPC/EDC, its Member Secretary shall submit to DMU, through the concerned FMU, the requisition for release of fund. Such requisition should be drawn only in respect of sanctioned work programmes.
- v. FPC/EDC will receive fund from DMU by cheque only, through the respective FMU, against sanctioned work programmes of the Project.
- vi. Bank accounts shall be reconciled on monthly basis. Outstanding entries appearing in the Bank Reconciliation Statement shall be cleared before the next reconciliation is undertaken.





- vii. A separate Cash Book for the funds advanced by the DMU should be maintained and the project transactions should not be mixed with other transactions.
- viii. The Cash Book should be maintained in printed forms with pages machine numbered. A certificate regarding the number of pages contained in the Cash Book is to be furnished on the front page of the Cash Book by the Head of FMU.
- ix. The Cash Book should be written on daily basis by the Treasurer and all entries are to be attested regularly by the Forest Official of the FPC/EDC, who is also authorized to sign the Cash Book.
- x. The Cash Book should be written in Ball Pen.
- xi. Any correction in the Cash Book should not be made by overwriting. The incorrect entry should be clearly scored off and correct entry made separately under attestation of the Forest Official.
- xii. In order to accomplish the approved work programme, funds to the extent necessary, will be withdrawn from the FPC account, from time to time, through cheques to be issued jointly as stated above. However, the Cash balance in hand (at closing of any particular day) should never exceed Rs. 500/-.
- xiii. All withdrawals should be made through cheques only and not through withdrawal forms.
- xiv. The Forest Official of the FPC/EDC, on completion of works, will write WMNB and will prepare payment vouchers. These vouchers will be pre-audited by the respective Head of FMU on satisfactory completion and due checking of the works. Head of FMU, on receipt of the bill, shall inspect the site and conduct inspection and verification of work as per norms of the department, and issue appropriate passing orders.
- xv. The issue of cheque by the FPCs/EDCs shall be recorded in a register as prescribed in Form 1.
- xvi. All wage components should be paid to the Bank/Post Office accounts of the wage earner.
- xvii. In case of cash payments, the Treasurer will disburse the amount in presence of the Forest Official of FPC/EDC, who shall countersign the payment voucher at the time of disbursement.
- xviii. All necessary prescribed records like the bill register, register of wages, muster roll etc, where necessary should be followed.
- xix. All records and registers maintained in connection with the project works should be produced before the audit by the Chartered Accountants engaged by the PMU.
- xx. No records of the FPC/EDC relating to WBFBCP works shall be destroyed without the prior permission of PMU.

#### **Audit**

- i. The period of preservation of all records & registers in all units shall be Ten years.
- ii. The WBFBC Society at the PMU Level shall maintain a panel of Chartered Accountant Firms out of which an Internal Auditor/ Auditors shall be appointed after negotiation with the firm on the basis of the scope of work and their terms of reference. The Internal Auditor so appointed shall have the access to all records & registers maintained in the PMU as well as in the other units, if necessary. As the





internal audit is intended to be only a financial audit, the Internal Auditor need not spend time on the managerial aspects, operational plans of the project.

- iii. The scope of work entrusted to the internal auditor shall be as follows:
  - a. Checking of daily cash, bank & journal transactions to ensure that the transactions are recorded as per principles of commercial accounting and are booked to proper accounting heads.
  - b. Transactions are undertaken on proper authority.
  - c. Transactions are duly supported by proper supporting documents.
  - d. Propriety of the transactions.
  - e. Adherence to JICA/GOI guidelines & financial procedures formulated by the WBFBC Society.
  - f. Checking the maintenance of book of accounts and records.
  - g. Checking the Bank Reconciliation statements.
  - h. Checking of investments, short term deposits etc. from time to time.
  - i. Checking of component-wise, category-wise and account head-wise expenditures.
  - j. Checking of compliance of various statutory provisions like Income Tax, VAT etc.
  - k. Checking of the budget prepared.
  - l. Suggesting revision in forms and formats from time to time as may be necessary.
  - m. To conduct pre-audit for any payment, as instructed by PMU.
- iv. The Internal Auditor shall directly report to CAO every month by the 30th of the next month.
- v. The audit fees to be charged by the Internal Auditor shall be as approved by the Governing Body of the Society.
- vi. In addition to the Internal Auditor, the Society may consider to appoint an Audit Firm of Chartered Accountants from the panel maintained by it every year through negotiation to take up financial, physical & performance audit at all levels (PMU, DMU, FMU, FPC/EDC).
- vii. Audit by the Firm of Chartered Accountants shall include Value of Money Analysis, Economy, Efficiency and Effectiveness Audit. Physical Site Verification Audit/ Performance Audit would be undertaken as and when directed by the Chief Project Director. The Terms of Reference (TOR) while appointing the independent Chartered Accountant firm shall clearly indicate the scope of work which shall include the following:
  - a. Checking of all financial transactions with reference to delegation of power and adherence to the Operation Manual.
  - b. Independent Checking through third party or test certificate to ensure quality material procured and quality of work done.
- viii. The audit fees to be paid shall have to be approved by the Governing Body.
- ix. In order to keep a watch over the settlement of objections/observation of the Internal Auditors or the Accountant General included in the audit report, the PMU will maintain a Register for ensuring compliance to audit objections/observations. This Register will be checked by PD (Finance), at least once every quarter, to review the progress made on the settlement of outstanding audit objections.



**Reimbursement**

- i. The PMU on receipt of the expenditure reports & UCs shall prepare a consolidated Reimbursement Claim and submit to the GOI in the format as may be prescribed by the Gol / donor agency for the purpose.
- ii. Reimbursement Claims may normally be sent quarterly. In case the expenditure incurred exceeds Rs. 5.00 (Five) crore only, reimbursement claims may be sent earlier.

**Interest**

The interest accrued on bank deposits will not be remitted to Government as General Revenue and it will be retained with the Society and utilized for the Implementation of the Project.





## **Annexure IX**

### ***Miscellaneous***

#### ***Annual Report***

The Annual Report of the activities of the Society along with Audited Statement of Accounts shall be prepared by the PMU, approved by the Governing Body and adopted by the General Body at the Annual meeting specially convened for the purpose.

The Annual Report along with the audited accounts of the Society and Audit Report shall be furnished to Forest Department, Government of West Bengal for information and necessary action, if any. These will be widely circulated and uploaded on the Project Website for public viewing.

#### ***Vehicles***

##### **Procurement**

The new fleet of vehicles as sanctioned in the Annual Plan of Operations will be procured by the Chief Project Director. The selection of the appropriate make and model of the vehicle shall be finalized with prior approval of the Governing Body. The purchase will be through DGS & D rate contract wherever applicable. In respect of vehicles not covered under the DGS & D rate contract, purchase will be made from the approved dealers directly.

##### **Usage**

The vehicles used by the PMU will be registered as Society vehicles. The vehicle will be covered by comprehensive motor vehicle insurance and road tax will be paid as applicable. The fuel ceiling limits for the PMU vehicles shall be as per Government norms. In case of exigencies, the CPD may authorize additional fuel consumption to an extent of 25% above the ceiling on a case by case basis. The Maintenance of log books in respect of the PMU vehicles (including hired vehicles) will be as followed in the department. Loss of tools, accessories etc., should immediately be brought to the notice of the officer concerned.

#### ***IT Usage Policy***

The computers, printers, Scanner, Fax machine(s) etc., procured for the implementation of the Project shall be used by the Project staff exclusively for the Project. Suitable arrangements will be made for the proper upkeep of equipment.

#### ***Use of Project Property***

The assets/properties created and renovated during the implementation of the Project will solely be the property of the Society. After the completion of the Project, the properties and assets created at the PMU, PMC, DMU and FMU levels will be the property of the West Bengal Forest Department.

#### ***Confidentiality of Information Policy***

The existing Confidentiality procedure of GoWB/WBFD shall be followed. The CPD shall be the custodian of all the relevant information regarding the Project and information generated through the implementation of the Project. Any violation of confidentiality of information such as leakage of information to unauthorized sources, misinterpretation of facts, misuse and abuse



of Project information by the project staff shall attract penal actions as per the prevailing provisions of Government of West Bengal.

### ***Right to Information***

The designated PIO shall function as per the provisions of RTI Act.

### ***Website***

PD (M&E) shall be entrusted the task of regular maintenance of the Project Website. This will include regular upload of - events, lessons learnt and important Government Orders and other relevant directives, tender notices / documents etc. on to the website.

### ***Contracts***

No contract shall be entered into by any Authority under the society which has not been empowered to do so by or under the orders of the Chief Project Director. General principles of contract enunciated in West Bengal Financial Rules shall be followed in case of utilizing project funds.

### ***Losses***

Any loss of Project Money or Funds or Revenue or Receipts or Stores or Property held by or on behalf of the Society or the Project, caused by misappropriation, fraudulent draw/payment or otherwise, which is discovered, shall be immediately reported by the officer concerned to his controlling officer or the next higher authority and as well as to the Chief Project Director, even when such losses have been made good by the party responsible for it. Such report must be made as soon as a suspicion arises that there has been a loss; when the matter has been fully investigated, a complete and detailed report shall be submitted of the nature and extent of loss showing the errors or neglect of rules by which such loss was rendered possible and the prospect of affecting a recovery.

### ***Responsibility for Losses etc***

Every functionary or authority should fully and clearly realize that he will be held personally responsible for any loss sustained by the Project/ Society through fraud or negligence on his part and that he will also be held personally responsible for any loss arising out of fraud or negligence on the part of any other functionary/authority to the extent to which it may be shown that he contribute to the loss by his own action or negligence.

### ***Writing Off of Losses***

Subject to the limits and conditions laid down by the Governing Body of the Society, a Competent Authority may sanction, the writing off finally of irrecoverable value of stores or public money lost by fraud, negligence, etc.

### ***Exercise of Powers***

Each authority to whom any power/ function is delegated or assigned under this OM shall be fully and completely responsible for exercise of such power or discharge of such function. The Chief Project Director and CEO shall have overall responsibility of effective implementation of these rules and he shall be duly assisted in his task by all officers and authorities in the Project. However, this shall not absolve any particular authority of his specific responsibility with regard to the any power or function assigned or delegated.

*Amu*



***Amendments***

Provisions of this OM may need to be elaborated or modified in the light of experience gained in the project execution, or on review. To address these aspects, suitable elaborations may be incorporated and put in operation, through issuance of General Orders by the CPD, with the approval of the Governing Body.



## **Annexure X**

### ***Bye Laws of West Bengal Forest & Biodiversity Conservation Society***

**Whereas**, the West Bengal Forest Department, hereinafter called as “WBFD”, vide its Resolution No. 1450-For/FR/O/G/6M-12/12 dated 28<sup>th</sup> June, 2012, has agreed to constitute an independent autonomous society under the West Bengal Society Registration Act, 1961, to facilitate smooth implementation of the, “West Bengal Forest and Biodiversity Conservation (WBFBC) Project” funded by the Japan International Co-operation Agency (JICA);

**And whereas**, the West Bengal Forest and Biodiversity Conservation Society, hereinafter referred to as “Society”, has been registered under the West Bengal Societies Registration Act, 1961, having Registration Number S/1L/93991 of 2012-2013, dated 19.07.2012;

**And whereas**, pursuant to clause 16 (1) of the State Government Resolution referred above, the Project Management Unit, hereinafter called “PMU” at the State level; Divisional Management Units, hereinafter called “DMUs” at Divisional level; and Field Management Units, hereinafter called “FMUs” at Range level, have been established for the implementation of the Project and notified by the Society under its Nos. 2623-For/G/6M-38/12, dated 21.12.2012.

**And whereas**, the State Government Resolution referred to above has declared the basic structure and indicated the principal responsibilities of PMU, DMUs and FMUs;

**Now, therefore**, the Society, pursuant to the clause 16 (2) (b) and 16 (2) (c) of the Regulations of West Bengal Forest and Biodiversity Conservation Society, hereby adopts the **Byelaws of West Bengal Forest and Biodiversity Conservation Society** (hereinafter called the “Byelaws”), with regard to the structure and other important functions of the Management Units, viz: PMU, DMUs and FMUs at various levels including the matters on flow of funds and accounting procedures.

### **THE BYE LAWS**

1. **Title:**        **Byelaws of West Bengal Forest and Biodiversity Conservation Society.**
2. **Extent of Application:**    The Byelaws are concomitantly applicable to every area or sphere where Regulations of West Bengal Forest and Biodiversity Conservation Society are applicable.

The Project Management Unit (PMU) under Society will be in-charge of the overall managerial tasks of the Project. Various offices of the West Bengal Forest Department (WBFD) at the Circle, Division and Range levels will implement the Project. At the field level, Division Management Units (DMU) and Field Management Units (FMU) will be established. The Forest Protection Committees (FPC) and Eco-Development Committees (EDC), formed as per the extant resolutions/regulations issued by GoWB shall implement the Community Development Activities. Income Generation Activities shall be undertaken through Self-Help Groups (SHGs) from within the members of FPCs/EDCs.

### **3. The Project Management Unit (PMU) Functions:**

The functions of the PMU shall be as follows:





- (i) overall project coordination;
- (ii) procurement management, financial management including collating the expenditure statements from field offices
- (iii) preparation and submission of reimbursement claims to JICA;
- (iv) monitoring and evaluation; and
- (v) preparation of reports such as Quarterly Progress Reports (QPR) and Project Completion Report (PCR).

4. **The Project Management Unit Composition:**

The composition of the PMU is tabulated below:

Rank	Designation
Addl. PCCF	Chief Project Director
CCF	Project Director (Finance)
CCF	Project Director (M&E)
CF	Addl. Project Director (Implementation)
CF	Addl. Project Director (Planning & Research)
DCF	Joint Project Director (HRD)
DCF	Joint Project Director (Extension)
Deputy Secretary	Chief Accounts Officer

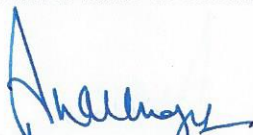
5. **Chief Executive Officer (CEO) and Chief Project Director (CPD)**

The Secretary of the Society shall act as the Chief Executive Officer (CEO) of the Society and Chief Project Director (CPD), West Bengal Forest and Biodiversity Conservation Project (WBFBCP). The Secretary shall be directly responsible for the management of the affairs of the Society, subject to the overall direction, control and superintendence of the Governing Body. The Secretary shall have such further duties, responsibilities and powers as may, from time to time, be entrusted to or conferred upon him by the Governing Body.

6. **Divisional Management Unit –Composition**

The Project will be implemented at the level of Forest Division by the office of concerned Divisional Forest Officer (DFO). For the purpose of the project, this level shall be termed as “Divisional Management Unit” (DMU). The DFO shall head the DMU of the Project and coordinate and facilitate implementation of project under the guidance of the PMU. DFO will be supported by the subordinate staff of the Division for day to day office functioning. This unit may have the following structure:

- (a) Divisional Forest Officer (DFO) – Head of DMU
- (b) Asst. DFO / Assistance Conservator of Forests (ACF).



(c) Any other Office Staff the DFO may designate for the Project.

**7. Divisional Management Units –Functions**

DMUs will receive project funds directly from the PMU for the implementation of the Project and disburse it to Project implementers such as FMU, FPCs, EDCs, SHGs and NGOs.

The DMUs will supervise the activities of those Project implementers and assist the PMU in planning, fund management, work progress monitoring and documentation at the field level.

DMU will report to PMU with copies marked to their respective Circle-in-Charge (Chief Conservator of Forests / Conservator of Forests).

**8. Field Management Units (FMU)—Composition**

All implementing Range Offices of the DMU are designated as the “Field Management Unit” (FMU). The concerned Range Officer in charge of the Range will head the FMU, supported by the Foresters and Forest Guards of the Range.

**9. Field Management Units (FMU) Functions**

FMU shall ensure Project implementation at the range level and will have following major functions:

- i. Execution and supervision of works, including hiring of adequate labour etc.
- ii. Facilitate transfer of funds to the FPCs/EDCs
- iii. Technical advice and support to FPCs, EDCs, and SHGs etc. at the village level.
- iv. Preparation of technical papers, reports, plans and maps etc.
- v. Preparation of site specific development plans,
- vi. Documentation of the physical and financial progress.

**10. Principles of Accounting**

The accounting principles to be followed by WBFBCS shall broadly be in conformity with the West Bengal Financial Rules (WBFR), unless otherwise specified in the Operational Manual (OM). The Chief Project Director, being the Chief Executive Officer (CEO) of the Society, shall have overall responsibility for adherence to these Principles, which may be reviewed and modified whenever felt necessary with the approval of the Governing Body.

**11. Maintenance of Accounts and Returns**

Every functionary whose duty it is to prepare and render any accounts and returns in respect of Project Funds or Stores, shall be personally responsible for their completeness and strict accuracy and their dispatch within the prescribed time schedule.

An officer who signs or countersigns a certificate shall be personally responsible for the facts certified to, so far as it is his duty to know or to the extent to which he may be reasonably expected to be aware of them.

The authority for the maintaining accounts of the Society will be PMU.

**12. Management of Fund**





- i. The Society shall receive funds from the State Government, Government of India or from any other source as may be permitted by the State Government by way of revenue grants, capital grants or specified grants against projects.
- ii. All funds received by the Society shall be deposited in the "Saving Accounts" of one or more Nationalized Banks and shall be kept in appropriate scheme so as to maximize returns on idle balance.
- iii. The Chief Executive Officer/ Chief Project Director or any other officer(s) of the Society duly authorized by him may operate the financial transactions of the Society in the bank individually or jointly, as decided by the Chief Project Director.
- iv. Interest accrued on bank deposits shall be retained by the Society and utilized for the implementation of the Project as per guidelines of scheme.
- v. If Society decides to deposit funds in fixed deposit or any other scheme, a fixed deposit register shall be maintained and timely renewal of the same shall be made, if funds are not required for expenditure during the next month.

**13. Accounting System**

- i. Double entry mercantile system of accounting shall be adopted by the Society.
- ii. The financial year of the Society shall commence from the 1st April of each calendar year and will end on 31st March of the next calendar year.
- iii. All books of accounts shall be maintained by the respective Head of Office at PMU/ DMU/ FMU/ JFMC/ EDC.
- iv. Receipt and Payment account and Income & Expenditure Account for the financial year and Balance Sheet as on 31st of March every year shall be prepared within 90 days after closure of the financial year.
- v. The maintenance of records shall be in such a way as to comply with requirement of extant Statutory Acts and Statutes.
- vi. All the accounts shall be balanced and monthly trial balance shall be prepared within the first week of the subsequent month.

**14. Maintenance of Books of Accounts**

The primary books of accounts to be maintained by the Society shall be as follows:

- Cash Book
- Bank Book
- Journal Book
- General Ledger
- Grants Ledger

The following subsidiary registers shall also be maintained-

- Register of Drafts/Cheques received
- Register of Fixed Deposits
- Stock Register of Cheque Books
- Register of Outgoing Cheques
- Stock Register of Money Receipt Books
- Register of Misc. Advances
- Salary Register
- Tax Deducted at Source Register
- Fixed Assets Register



- Stock & Store Register
- Any other register that may be found necessary

**15. Accounts of DMU**

The PMU shall take release grants/advances in favour of the DMUs for execution of the programmes. Each DMU will prepare a detailed Receipt and Payment Account and Trial Balance for each month and send to PMU by 10<sup>th</sup> day of next month. All funds received by the DMU shall be deposited in the "Saving Accounts" of a Nationalized Bank.

**16. Accounts of FMU**

The FMUs are the units for execution of the project works individually (all works other than Community Development & IGA) and with the JFMC/EDC participation (works of Community Development & IGA). All funds received by the FMU shall be deposited in the "Saving Accounts" of a Nationalized Bank. Each FMU will prepare a detailed Receipt and Payment Account for each month and send to DMU by 5<sup>th</sup> day of next month. All cheques issued by the DMU in favour of the JFMC/EDC shall be routed through the FMU.

**17. Amendments**

Alteration of these Byelaws may be made by the Governing Body.





**Annexure XI**

**Budget Estimate 2013-14**

Item		Total (Rs. Lakh)
<b>A. ELIGIBLE PORTION</b>		
<b>I )</b>	<b>Procurement / Construction</b>	<b>4310.00</b>
<b>1.</b>	<b>Afforestation and Allied Works</b>	
1.D	Production of Quality Planting Material	960.00
	<b>Sub-total - Afforestation and Allied Works</b>	<b>960.00</b>
<b>2.</b>	<b>Biodiversity Conservation</b>	
2.B	Man-Animal conflict mitigation	170.00
	<b>Biodiversity Conservation</b>	<b>170.00</b>
<b>3.</b>	<b>Community Development</b>	
3.A	Meeting	30.00
3.B	Microplan	30.00
3.C	Income Generation Activities	25.00
	<b>Community Development</b>	<b>85.00</b>
<b>4.</b>	<b>Institutional Capacity Development</b>	
4.A	Base line survey of the State's forest resources at the start of Project	45.00
4.B	Training & Capacity Building of Project Implementing Officials, Field & Office Staffs and Other Stakeholders	250.00
4.C	Infrastructure Development for TPOF (Social Forestry), training, research, GIS, forest protection etc including Building, Equipment & Vehicle	1895.00
4.D	Forestry Research Activities	45.00
	<b>Institutional Capacity Development</b>	<b>2235.00</b>
	Base cost	<b>3450.00</b>
	Price escalation	<b>470.00</b>
	Physical contingency	<b>390.00</b>
	<b>Total Procurement / Construction</b>	<b>4310.00</b>
<b>II )</b>	<b>Consulting services</b>	
	Base cost	<b>376.00</b>
	Price escalation	<b>36.00</b>
	Physical contingency	<b>42.00</b>

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Item		Total (Rs. Lakh)
	Total Consulting services	454.00
	Total ( I + II )	4764.00
<b><u>B. NON ELIGIBLE PORTION</u></b>		
a.	Administration cost	676.00
	Total Administration cost	676.00
<b><u>TOTAL (A+B)</u></b>		5440.00
<b>C. Interest during Construction</b>		
	Interest during Construction (Const.)	30.00
	Interest during Construction (Consul.)	
<b>D. Commitment Charge</b>		35.00
<b>GRAND TOTAL (A+B+C+D)</b>		5505.00
<b>E. JICA finance portion (A)</b>		4764.00





**Annexure XIV**

**List of FPC / EDC proposed for 1<sup>st</sup> Batch selection**

Sl. No.	Division	Total Numbers	No.	Names		FPC/EDC	Score			
				Range	Beat					
1	Medinipur	55	1	Arabari	Mirga	Barakuli	50.00			
	Total to be Selected		2	Arabari	Arabari-Socio	Arabari-Socio	50.00			
	FPC		3	Arabari	Arabari	Ghagra	37.50			
	First Batch (40%)		22	4	Arabari	Gopalbandh	Solidiha-Jorakeudi	27.50		
			5	Bhadutala	Bhadutala	Kuturia	65.00			
			6	Bhadutala	Bhadutala	Bagmari	65.00			
			7	Chandrakona	Andharnayan	Sonerberh	102.50			
			8	Chandrakona	Kanthaldiha	Sukratore	95.00			
			9	Chandrakona	Andharnayan	Pataisole	82.50			
			10	Chandrakona	Andharnayan	Sankhabai	82.50			
			11	Chandrakona	Kanthaldiha	Kanthaldiha	72.50			
			12	Chandrakona	Andharnayan	Keudi-Jammoni	72.50			
			13	Chandrakona	Dhamkuria	Dhamkuria, Gopinathpur	50.00			
			14	Godapeasal	Godapeasal	S.Pur-Sundra-Nandaria	25.00			
			15	Lalgarh	Lalgarh	Birkard	65.00			
			16	Lalgarh	Bhaudi	Jammoni	45.00			
			17	Nayabasad	Akchara	Akchara-Kalipur-Paturia	60.00			
			18	Nayabasad	Naybasat	Teltoka	60.00			
			19	Nayabasad	Akchara	Rangamatia	57.50			
			20	Pirakara	Bhimsole	Pathrisirikrishnapur	35.00			
			2	Rupnarayan	18	1	Amlagora	Pathrisole	Khudiasole	170.00
				Total to be Selected		2	Amlagora	Raskundu	Porahari	155.00
FPC	3	Amlagora		Raskundu		Metala	155.00			
First Batch (40%)	4	Amlagora		Raskundu		Hurhuria	155.00			

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Sl. No.	Division	Total Numbers	No.	Names		FPC/EDC	Score
				Range	Beat		
			5	Amlagora	Chandabila	Pursusa	135.00
			6	Amlagora	Pathrisole	Kastogura	135.00
			7	Amlagora	Raskundu	Fulsason	135.00
			8	Amlagora	Raskundu	Jadavnagar	132.50
			9	Amlagora	Chandabila	Ichorkonda	110.00
			10	Mahalaisai	Mahalaisai-II	Khapribhanga	155.00
			11	Mahalaisai	Mahalaisai-II	Barhantore	155.00
			12	Mahalaisai	Ruparghagra	Sasabedia	147.50
			13	Mahalaisai	Mahalaisai-I	Porakanali-Metala	132.50
			14	Mahalaisai	Mahalaisai-II	Mahalaisai	132.50
			15	Mahalaisai	Mahalaisai-II	Dhamcha	132.50
			16	Mahalaisai	Adalia	Dubrajpur-Nischintapur	132.50
			17	Mahalaisai	Ruparghagra	Kesia	132.50
			18	Mahalaisai	Adalia	Adalia	127.50
			1	Hijli	Khajira	Jamsole	135.00
			2	Hijli	Khajira	Harinakhuri Telebhanga	132.50
3	Kharagpur Total to be Selected FPC First Batch (40%)	20 8	3	Hijli	Khajira	Ghritagram	127.50
			4	Hijli	Khajira	Lengamara	112.50
			5	Hijli	Porapara	Porapara	112.50
			6	Hijli	Khajira	Baramara	105.00
			7	Hijli	Porapara	Bhetia	105.00
			8	Hijli	Khajira	Kushgeria	102.50
			1	Manikpara	Balivasa	Guptomoni	135.00
			2	Manikpara	Balivasa	Penchpara	135.00
4	Jhargram Total to be Selected FPC First Batch (40%)	35 14	3	Manikpara	Balivasa	Penchpara	135.00
			4	Manikpara	Kusumghati	Dhadkinala	135.00



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Sl. No.	Division	Total Numbers	No.	Names			Score
				Range	Beat	FPC/EDC	
			5	Manikpara	Kusumghati	Simuldanga	135.00
			6	Manikpara	Kusumghati	Simuldanga	135.00
			7	Manikpara	Balivasa	Balivasa	125.00
			8	Manikpara	Balivasa	Guptomoni	112.50
			9	Manikpara	Kusumghati	Dhadkina	112.50
			10	Manikpara	Kusumghati	Thakuratan	112.50
			11	Manikpara	Ramrama	Ramrama I	112.50
			12	Manikpara	Balivasa	Balivasa	102.50
			13	Manikpara	Kusumghati	Gobindapur	92.50
			14	Lodhasuli	Chandri II	Kalaboni	87.50
			15	Lodhasuli	Chandri II	Bagjhapa	87.50
			16	Lodhasuli	Lodhasuli	Naharia	67.50
5	Purulia		1	Joypur	Talmu	Chirkamou	147.50
			2	Joypur	Talmu	Chirkamou	147.50
			3	Joypur	Talmu	Ekduar	125.00
			4	Joypur	Talmu	Ekduar	125.00
			5	Joypur	Talmu	Damru	117.50
			6	Joypur	Talmu	Damru	117.50
			7	Joypur	Talmu	Baramalka	102.50
			8	Joypur	Talmu	Baramalka	102.50
			9	Joypur	Bangidiri	Bangidiri	90.00
			10	Joypur	Bangidiri	Bangidiri	90.00
			11	Joypur	Bangidiri	Kalikapur	82.50
			12	Joypur	Bangidiri	Kalikapur	82.50
			13	Joypur	Talmu	Asanya	80.00
			14	Joypur	Talmu	Asanya	80.00

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Sl. No.	Division	Total Numbers	No.	Names		FPC/EDC	Score
				Range	Beat		
6	Kangsawati N	Total to be Selected FPC First Batch (40%) 30 12	1	Puncha	Puncha	Rangamatya	155.00
			2	Puncha	Jambad	Pindra	135.00
			3	Puncha	Gopalpur	Dewli	132.50
			4	Puncha	Jambad	Dharampur	132.50
			5	Puncha	Panipathar	Deorang	132.50
			6	Puncha	Puncha	Shyamakata	132.50
			7	Puncha	Puncha	Agoya	127.50
			8	Puncha	Panipathar	Sourang	112.50
			9	Puncha	Panipathar	Kenda Sardardih	112.50
			10	Puncha	Puncha	Kundhurka	112.50
7	Kangsawati S	Total to be Selected FPC First Batch (40%) 30 12	11	Puncha	Panipathar	Konapara	102.50
			12	Puncha	Puncha	Dandudih	102.50
			1	Manbazar-I	Manbazar	Hariharpur	170.00
			2	Manbazar-I	Kenda	Kuda	130.00
			3	Manbazar-I	Sindurpur	Bhalubasa	130.00
			4	Manbazar-I	Manbazar	Banagram & Menidi	95.00
			5	Manbazar-I	Manbazar	Bagaldhara	80.00
			6	Manbazar-I	Manbazar	Sushni Parasigora	80.00
			7	Manbazar-I	Kenda	Bijoydih	50.00
			8	Manbazar-I	Sindurpur	Khatchiri	40.00
8	Bankura N	Total to be Selected FPC First Batch (40%) 55 22	1	BKN	Kanchampur	Kukjhore	170.00
			2	BKN	Belboni	Dhabal	167.50
			3	BKN	Belboni	Biajaria	125.00
			4	BKN	Belboni	Kodalia Roypara	125.00
			5	BKN	Salboni	Baghatapol	115.00
			6	Chhatra	Susunia	Bharatpur Paharbedia	155.00



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Sl. No.	Division	Total Numbers	No.	Names		FPC/EDC	Score
				Range	Beat		
			7	Chhatna	Jhantipahari	Jamthole	155.00
			8	Chhatna	Chhatna	Uriama (Pachirdanga)	155.00
			9	Chhatna	Susunia	Kulara	127.50
			10	Chhatna	Chhatna	Kailash para Bonogram, Shitolgora	125.00
			11	Chhatna	Chhatna	Seuligoria	125.00
			12	Chhatna	Jhantipahari	Sukhanibas	112.50
			13	G.Ghati	Ramharipur	Suarara	157.50
			14	G.Ghati	Ukhradihi	Mankanali Bouri para	132.50
			15	G.Ghati	Ukhradihi	Bauli	125.00
			16	G.Ghati	Ramharipur	Ukhradihi	125.00
			17	Radhanagar	Bhora	Bendara	155.00
			18	Radhanagar	Radhanagar	Bankathi	110.00
			19	Radhanagar	Radhanagar	Baskopa	110.00
			20	Radhanagar	Radhanagar	Bhelka	110.00
			21	Radhanagar	Radhanagar	Chutarpara Baganpara	110.00
			22	Radhanagar	Radhanagar	Jorebandh	110.00
9	Bankura S		1	Indpur	Hatagram	Sayed	160.00
			2	Indpur	Indpur	Poramouli	160.00
			3	Indpur	Chingra	Barachingra	155.00
			4	Indpur	Hatagram	Dhagara	145.00
			5	Indpur	Indpur	Niamatpur	145.00
			6	Indpur	Mohisdobra	Gourbazar-I	135.00
			7	Indpur	Chingra	Nagalberia	125.00
			8	Indpur	Hatagram	Bramandha	125.00
			9	Indpur	Indpur	Jiarda	125.00
			10	Indpur	Indpur	Bagdhi,	125.00

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Sl. No.	Division	Total Numbers	No.	Names		FPC/EDC	Score
				Range	Beat		
			11	Indpur	Indpur	Bhatra Tharkajore, Moukuri	125.00
			12	Indpur	Indpur	Krishnanagar Bhalukamari	122.50
			13	Indpur	Indpur	Sagunsara Barkhanna	122.50
			14	Indpur	Mohisdobra	Kalami	115.00
			15	Khatra-I	Khatra-I	Bantilla-I	127.50
			16	Khatra-I	Khatra-I	Dhagora, Bongahat	122.50
			17	Khatra-I	Keshia	Tiring Adibasi	122.50
			18	Khatra-I	Keshia	Khayerboni Milan Sangha	122.50
			19	Khatra-I	Keshia	Bourisole	122.50
			20	Khatra-I	Khatra-I	Gobarda	122.50
			21	Khatra-I	Molian	Tentulia Debedia	122.50
			22	Khatra-I	Molian	Gopalpur	122.50
			23	Khatra-I	Keshia	Baidyanathpur	115.00
10	Panchet		1	Bishnupur	Bishnupur - II	Jadavnagar, Banjamuna	155.00
			2	Bishnupur	Bishnupur - II	Jhantibani	155.00
			3	Bishnupur	Bishnupur - II	Jamdahara, Bannunbandh	155.00
			4	Bishnupur	Basudevypur	Basudevypur	155.00
			5	Bishnupur	Chougan	Pansuli	155.00
			6	Bishnupur	Bishnupur - I	Dhangasole, Lohari	135.00
			7	Bishnupur	Bishnupur - II	Kantabari, Bauridanga	135.00
			8	Bishnupur	Bishnupur - II	Agardah, Kunitradaha	135.00
			9	Bishnupur	Bishnupur - I	Ghugimura, Binodbari	132.50
			10	Bishnupur	Bishnupur - II	Bhedua, Benabandi	132.50
			11	Bishnupur	Basudevypur	Chuasole	132.50
			12	Bishnupur	Chougan	Basudevypur Camp--II	132.50
			13	Bishnupur	Hereparbat	Bandhgaba, Ghutboni	132.50



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Sl. No.	Division	Total Numbers	No.	Names			Score
				Range	Beat	FPC/EDC	
11	Bardwan Total to be Selected FPC First Batch (40%)	35 14	14	Bishnupur	Hereparbat	Ichbari, Damdama, Baburdanga	132.50
			15	Bishnupur	Bishnupur - I	Kusumbani	112.50
			16	Bishnupur	Bishnupur - I	Bankati	112.50
			17	Bishnupur	Bishnupur - I	Jharia	112.50
			18	Bishnupur	Bishnupur - I	Peddya, Khuliamuri	112.50
			1	Durgapur	Molandighi	Rakshitpur/Bistupur	192.50
			2	Durgapur	Gopalpur	Gopalpur/Gopalpur	147.50
			3	Durgapur	Gopalpur	Keshabpur/Keshabpur, Pathardiha	135.00
			4	Durgapur	Basudha	Ajodhya/Bannabagram, Bistupur, Nimitkuri	132.50
			5	Durgapur	Gopalpur	Gopalpur/Brindabanpur, Rajkusum	125.00
			6	Durgapur	Gopalpur	Domra/Sundiara	122.50
			7	Durgapur	Basudha	Telipara/Raghunathpur	110.00
			8	Durgapur	Basudha	Ajodhya/Nimitkuri, Shyambazar	110.00
			9	Durgapur	Arrah	Kuldih/Kuldih	100.00
			10	Durgapur	Molandighi	Akandara/Chuanudafa	100.00
			11	Durgapur	Arrah	Rupganj/Rupganj	100.00
			12	Durgapur	Molandighi	Molandighi	100.00
			13	Panagarh	Aduria	Aduria/Akulia	145.00
12	Durgapur Total to be Selected FPC First Batch (40%)	10 4	14	Panagarh	Kasba	Kasba/Kasba, sodepur, Kenduatikuri	60.00
			15	Panagarh	Soain	Debsala(A)/Bilaspur	55.00
			1	Asansol	Sarishatali	Khairboni, Jamjuri, Shyampur, Sirisdanga	132.50
			2	Asansol	Gourandi	Panuria (Lalbandh)	132.50
			3	Asansol	Gourandi	Roshna	112.50
13	Birthum Total to be Selected	4	4	Asansol	Gourandi	Banpara Kashkui	110.00
			1	Dubrajpur	Khairasole	Nowpara & Devgang	135.00
			2	Dubrajpur	Khairasole	Rupuspur	110.00

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Sl. No.	Division	Total Numbers	No.	Names		FPC/EDC	Score
				Range	Beat		
14	FPC	10	3	Dubrajpur	Khairasole	Bhagabandh	102.50
	First Batch (40%)	4	4	Dubrajpur	Khairasole	Jahidpur	100.00
	Kurseong		1	Bagora	Bagora	M-1 F.V	155.00
	Total to be Selected		2	Bagora	Bagora	Koilagodown	155.00
	FPC	15	3	Bagora	Bagora	Pokharitar	155.00
	First Batch (40%)	6	4	Bagora	Bagora	M-4 F.V	155.00
			5	Bagora	Gairigaon	M-5 F.V	155.00
			6	Bagora	Gairigaon	Aringaley	135.00
	Darjeeling		1	Rimbick	Ramam	Daragaon-Ramam	170.00
	Total to be Selected		2	Rimbick	Ramam	Sirikhola & Bichgaon	150.00
15	FPC	10	3	Rimbick	S. Rimbick	Maneydara	105.00
	First Batch (40%)	4					
16	Baikunthpur		1	Belacoba	Gourikone	Deoniapara-I	155.00
	Total to be Selected		2	Belacoba	Gourikone	Deoniapara-II	155.00
	FPC	15	3	Belacoba	Gourikone	Sahepara	155.00
	First Batch (40%)	6	4	Belacoba	Gourikone	Prodhnanpara	155.00
			5	Belacoba	Gourikone	Jallapara	155.00
			6	Belacoba	Gourikone	Jhakuapara	155.00
17	Jalpaiguri		1	Lataguri	Lataguri	Jharmatiati	192.50
	Total to be Selected		2	Lataguri	Central	Chawaphelly	192.50
	FPC	20	3	Lataguri	Lataguri	Purba Lataguri	190.00
	First Batch (40%)	8	4	Lataguri	Central	Paschim Lataguri	190.00
			5	Lataguri	Central	1064-Kumarpara	190.00
			6	Moraghat	Khuntimari	Khoklong FV	192.50
			7	Moraghat	Khuntimari	Khuntimari FV	190.00
			8	Moraghat	Totapara	Mogalkata FV	190.00



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Sl. No.	Division	Total Numbers	No.	Names		Score
				Range	Beat	
18	Wildlife III		1	Kodalbasti	Mantharam	155.00
			2	Kodalbasti	Satali	155.00
	Total to be Selected		3	Madarihath	North Khaibari	100.00
			4	Madarihath	North Khaibari	100.00
	FPC	15	5	Madarihath	Madarihath	100.00
			6	Madarihath	Dhumchi	100.00
	First Batch (40%)	6	1	Jaldapara	Moraidanga	
			2	Jaldapara	Prodhapanpara	
	EDC	11	3	Jaldapara	Shionathpur	
			4	Jaldapara	Khochandpara-Umachranpur	
19	BTR E		1	Rydak S	Marakata	200.00
			2	Rydak S	Marakata	200.00
	Total to be Selected		3	Rydak S	Chipta	200.00
			4	Rydak S	Narathali	200.00
	First Batch (40%)	4	1	BTR E	Bhuthia Basti	
			2	BTR E	Jainti S	
	EDC	8	3	BTR E	Tiamari	
			4	BTR E	Tiamari	
	First Batch (40%)	3	1	East DPO	Uttar Dakshin Panialguri RV.FPC	200.00
			2	East DPO	Checko Banabasti FV.FPC	200.00
20	BTR W		3	East DPO	Damanpur	200.00
			4	East DPO	Damanpur	200.00
	Total to be Selected		1	BTR W	Pana Forest Village,EDC	
			2	BTR W	Raimatang FV.,EDC	
	FPC	10	3	BTR W	Adma FV.,EDC	
			4	BTR W	Gangutia FV.,EDC	
	First Batch (40%)	4	5	BTR W		
			6	BTR W		
	EDC	15	1	BTR W		
			2	BTR W		
	First Batch (40%)	6	3	BTR W		
			4	BTR W		
			5	BTR W		
			6	BTR W		
			7	BTR W		
			8	BTR W		
			9	BTR W		
			10	BTR W		
			11	BTR W		
			12	BTR W		

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Sl. No.	Division	Total Numbers	No.	Names			Score
				Range	Beat	FPC/EDC	
			6	BTR W		Gopal Bahadur basti R.V.EDC	
21	Malda		1	Malda	Adina	Adina-II	170.00
	Total to be Selected		2	Malda	Adina	Malancha	160.00
	FPC	5					
	First Batch (40%)	2					
22	Wildlife I		1	Mahananda		Sevoke	
	Total to be Selected		2	Mahananda		Jholi	
	EDC	10	3	Senchal		Paschim Chattakpur	
	First Batch (40%)	4	4	Senchal		Rampuria	
23	Wildlife II		1	Gorumara		Kalipur - Budhram - Chatua	
	Total to be Selected		2	Gorumara		Dakshin Dhupjhora - I	
	EDC	6					
	First Batch (40%)	2					