No. Ft.(PF)-8/2018/JICA/EC Meeting/Vol-1/1420-23

Dated Shimla, the 24-07-2020

From:

**Chief Project Director** 

JICA assisted PIHPFEM&L-cum-Chairman Executive Committee

To:

Project Director (M&E), Kullu-cum-Member Executive Committee Project Director (Admin), Shimla-cum- Member Executive Committee Addl. Project Director, Kullu-cum- Member Executive Committee Addl. Project Director, Rampur-cum- Member Executive Committee

Subject:

Proceedings of the 10<sup>th</sup> Meeting of Executive Committee under the Chairmanship of Chairman Executive Committee of Society for Improvement of Forest Ecosystems Management & Livelihoods in H.P. for

JICA assisted PIHPFEM&L.

Memo:

Enclosed please find herewith, Proceedings of the 10<sup>th</sup> Meeting of Executive Committee under the Chairmanship of Chairman Executive Committee of Society for Improvement of Forest Ecosystems Management & Livelihoods in H.P. for JICA assisted Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods held on 16.07.2020 through Video Conference, for information and further necessary action please.

Encl: As above.

Chief Project Director (JIZA-PIHPFEM&L)-cum-

Chairman Executive Committee, Potters' Hill, Summer Hill, Shimla-5

Endst. No. Ft.(PF)-8/2018/JICA/EC Meeting/Vol-1

Copy is forwarded for information and further necessary action to:

1. Finance Officer, O/o CPD (JICA-PIHPFEM&L).

2. Programme Manager (Audit and Finance), (Forestry and Biodiversity), (GIS, MIS/Website) (Livelihoods & Training), (Monitoring, Safeguards and Publication).

3. Subject Matter Specialist (Marketing, Rural Financing & Livelihoods) (GIS/MIS), (Livelihoods & Training).

4. Accounts Manager.

Encl: As above

Chief Project Director (JICA-PIHPFEM&L)-cum-Chairman Executive Committee, Potters' Hill, Summer Hill, Shimla-5 Proceedings of the 10<sup>th</sup> meeting of Executive Committee under the Chairmanship of Chief Project Director (Chairman Executive committee) of Society for Improvement of Forest Ecosystems Management & Livelihoods in Livelihoods.

The 10<sup>th</sup> meeting of Executive Committee of Society for Improvement Forest Ecosystems Management and Livelihoods in H.P. for JICA assisted Project for Improvement of Himachal Pradesh Forest Ecosystems Management & Livelihoods was held on 16.07.2020 through Video Conference. The names of the officers and officials, who were present in the meeting is attached as Annexure-I.

Agenda Item No. – 1:-Review of the action taken on decisions of  $9^{th}$  Executive Committee Meeting held on 30.12.2019:-

No.	Action Items	Decision taken in the meeting	
(a)	Deficiency of staff in JICA Project	Reminder letter has again been sent to HPNRMS, Solan on dated 06.07.2020 and to NRTC, Parwanoo on dated 13.07.2020 for providing the remaining staff.	
		M.S. Services Pvt. Ltd. has been hired as recruitment agency through e-tender (for some positions) on dated 23.06.2020. As per approval of GoHP/GB, 4 officials (Director, Manager-Enterprise Development, Manager-Marketing, MIS Associate) for Jadi-Buti Cell, 4 officials/staff (Media Specialist, Programme Manager-Audit & Finance, 2 Housekeeping staff) for PMU have been engaged in July, 2020.	
		➤ 7 Retd. HPFS Officers (permission given by Chairman Governing Body for Society on single file) and 1 Retd. Asstt. Engineer (permission given by GB) has been engaged.	
		Permission for engaging 14 Accounts and Computer knowing Retd. Govt. Officials has been given by Chairman Governing Body for Society on single file and accordingly permission has been conveyed to the FCCUs/DMUs. 1 in PMU and 6 in field have already been engaged.	
		➤ Permission for engaging 8 Retd. ROs/Dy. ROs has been given by Chairman Governing Body for Society on single file and accordingly permission has been conveyed to the DMUs. 8 in field have already been engaged.	
		Permission for engaging Local NGOs for preparation of Micro Plans for Batch-I has been given by GB. Accordingly permission has been conveyed to the field and 9 DMUs have engaged the same.	
(b)	To work on Gender Action Plan.	Gender Action Plan has been finalized. Item may be dropped.	
(c)	FEMP & CD&LIP	<ul> <li>CD Manual finalized and printed.</li> <li>FEMP Manual is finalized &amp; ready for printing.</li> <li>It was decided that LI Manual will be finalized by PM (Livelihoods &amp; Training) (Ms. Richa) and SMSs (Livelihoods &amp; Training, Ms. Reena and Mr. Girish, Marketing &amp; Rural Financing) by 25<sup>th</sup>. July 2020.</li> </ul>	
d)	Tally software related issues.	It was decided that the Finance Officer and Accounts Manager will take action on the issue and will apprise Plan of Action on the same by 25 <sup>th</sup> July, 2020	
e)	Discussion on formulation of micro plans	The status of Micro Plans Preparation and the process followed for review of draft Micro Plans shared by DMU offices was discussed and it was decided that:	
103		PD (M&E), Kullu, Team Leader PMC, Programme Manager (Forestry & Biodiversity) (Dr. Aman) and Programme Manager (Livelihoods & Training) will go through and give comments/guidelines for one	



		Micro Plan per division and on the basis of the same, all other Micro
		Plans of the Divisions will be formulated by the DMUs.
		To finalize the thumb rule for the maximum financial amount per micro plan and the percentage of funds to be allocated to forestry activities, soil conservation activities, and other community and livelihood based activities – a committee to be formed with PD (Shimla), APD (Rampur) as members, and PD (Kullu) as the Chair. PM (Forestry & Biodiversity) and PM (Livelihoods & Trainings) to provide the technical support.
(f)	Training workshop for frontline staff	<ul> <li>Training calendar for the FY 2020-21 already approved in GB meeting.</li> </ul>
		PMs, SMSs, and FTU coordinators to be trained as Resource Person to conduct field level trainings of VFDS/BMC sub-committees/ Ward facilitators.
		➤ Trainings for VFDS representatives will be organized from 23.07.2020 onwards at FTI Sundernagar
(g)	Wild Life Conflict Management (Rapid Response Team)	List of equipment for RRT was finalized by Pr. CCF (WL) and circulated to the field offices. <b>Item may be dropped.</b>
(h)	Monitoring of Nursery Development, Plantations, and other field based activities	PD Kullu apprised the meeting that all necessary proformas have been prepared by the regional office to expedite the monitoring of nursery works, plantations, and other field based activities.
		It was decided that proforma to be shared with field offices by PD (M&E), Kullu after discussion with CPD.
(i)	VFDS Selection	Item dropped from here.
(j)	Publicity	Micro Plan guidelines in Hindi prepared by PD (M&E), Kullu to be shared with PMU Shimla.
		Contents for Newsletter to be provided by Programme Manager (Monitoring Safeguards & Publications) (Dr. Manohar Lal), Kullu to Media Professional PMU Shimla who will prepare the final designfor Hindi and English version.
(k)	Training of Field Staff	Item discussed as point (f), May be dropped from here.
(1)	BMC Sub Committee	Item may be dropped.
(m)	Hiring of pool vehicles	Approval given by GB. Item may be dropped.
(n)	General Body Meeting of the Society	Pending due to COVID-19 pandemic but needs to be convened as soon as possible.
(0)	Advance works PFM mode	Since most of the VFDS/ BMC Sub-committees were not formulated/ registered during 2018-19 and 2019-20 in time, therefore only advance works, for Batch 1 PFM mode plantations, were carried out by HPFD through DMUs/FTUs in FY 2019-20 and the planting works will be carried out in PFM Mode through VFDS/ BMC Sub-committees, during 2020-21 as per schedule.
		However, now this year (FY 2020-21)all Batch 1 VFDS/ BMC Sub-committees have been registered as such, therefore all activities of pending and new advance works for PFM mode plantations are to be carried out by VFDS/BMC Sub-committees themselves. Further, if any VFDS/BMC sub-committee will demand for materials for advance works, the same will be supplied to them by respective DMUs.



Aganda	A ation It	New Agenda Items
Agenda No.	Action Items	Decision taken in the meeting
2	Discussions on the immediate steps to be taken so as to ensure 70% booking of budget till December, 2020	For all field based activities (amounting to around Rs. 28 Cr.) APOs to the tune of Rs. 11 Cr. has already been conveyed to the field and remaining APOs pertaining to the nursery raising, institutional capacity strengthening are in the process of being shared with the field. APO for component Biodiversity Conservation will be shared through Pr. CCF (Wild Life). All efforts to be made to ensure 70% booking of budget till December, 2020.
3	Plantations where 100% P-Bag plantations is being done	As per the HPFD Plantation norms, 50 per cent of the plants are required to be planted in p-bags and 50 per cent in naked roots. However, some of the DMU officers have raised concerns that in certain cases VFDSs are demanding for the entire plants to be provided in p-bags for PFM mode plantations, which will increase the overall cost of plantations in PFM mode.
		Therefore, it was decided by the EC that in such cases the DMU should demand the additional funds from the project, and the same will be given on proportionate actual basis.
4	Procurement of plants-where not raised	In some of the Batch 1 Ranges where Advance Works for PFM mode plantations has been completed, and the site selection for Departmental Mode Plantations fall in Deodar zone where BL plants are not advisable to be planted, in such cases, the following decisions were taken:  ➤ The DMU can plant Deodar/ BL (Tall Plants) of 3.5 years from the existing stock of HPFD nurseries, and demand funds for maintenance of 1.5 years Deodar/BL plant stock to be converted to 3.5 years. The funds will be provided accordingly.
-		Where Tall Plants are not available, the DMU may plant normal plant of Deodar/ Ban (2.5 years) from the Departmental nursery stock and may demand funds for maintenance of 1.5 years Deodar/BL plant stock to be converted to 2.5 years. The funds will be provided accordingly. However, since plants of 2.5 years (normal plants) are planted in 45x45x45 cm, therefore the proportionate increase in number of plants/area may be ensured by the DMU out of the differential amount given to DMUs as per norms.
		➤ In rare cases, where nursery stock of Tall and Normal Plants is not available, the plantation part may be deferred for next year (FY 2021-22). However, advance works should be completed this year (FY 2020-21)
5	Maintenance cost of plants up to July 2020 as per HPFD norms	The funds for maintenance of nursery raised in 2018-19 were given @ Rs 0.65 for watering only for 3 months (April-June, proportionate from total norm). However, some of the DMU offices have raised the demand for maintenance funds to be provided @ Rs 2.63 (covering watering, weeding, hoeing works) as per HPFD Norms.
		➤ The EC decided that maintenance cost of plants up to July 2020 may be given on actual basis with in the overall limit of HPFD Norms.



6	Interest rate to be charged on CD fund/Beneficiary share	As part of entry point activities, a Community Development Fund (CD Fund) of Rs. 5 lacs per VFDS/BMC Sub-committees will be given by the Project. As per the project document, the PMU is required to decide the interest to be charged on Revolving Fund (if the VFDS decided to use a portion of CD Fund as revolving fund). Therefore, it was decided that:
		Interest rate to be charged on revolving fund by VFDS will be finalized after referringto other JICA Projects, consultations with PMC Experts, and also to be based on the actual field observations.
		In addition to the interest rate, the share of revolving fund out of the CD fund is also to be decided at the PMU level. Programme Manager (Livelihoods & Trainings) and SMS (Marketing/Rural Financing & Livelihoods) to deal with the matter in consultation with Dr. I.C. Nagar (PMC Livelihoods Expert)
7	Ratification of SMC rates and scheme already circulated to all FCCUs and DMUs and designated increase for Tribal areas.	Programme Manager (Forestry & Biodiversity) informed that the scheme has already been circulated and contains the rates to be followed for Non-Tribal areas for the in-situ plantation SMC works in accordance with KfW norms.
		➤ The EC approved the SMC scheme prepared and further decided that for the Tribal areas 25% increase on the rates of non-tribal area will be followed as this work is 100% labour work.
8	Planting Herbs/ Shrubs raised in the Nurseries during 2019-20	It has been observed that a variety of species of Herbs and Shrubs have been raised in the nurseries during FY 2019-20 for which the funds were provided from JICA. These Herbs/Shrubs are scheduled to be planted in FY 2020-21 following the norm of 4400 herbs/shrubs per hectare in Afforestation plantations. In reference to that a concept note for the plantation of shrubs/perennial herbs has been developed and which will be shared with field.
		➤ Jadi-Butti Cell has been asked look into species and calculate the area for every division in which the available stock of Herbs/Shrubs is to be planted as per Norms/Concept Note.
9	Cost of Eucalyptus poles as being demanded by DFOs	<ul> <li>The funds for these works will be allotted accordingly.</li> <li>During the Advance Works carried out in FY 2019-20 for the PFM mode plantations, in some cases, DMU offices have used Eucalyptus poles for fencing where wooden posts weren't available, and accordingly additional funds are being demanded by DMU offices towards the cost of the Eucalyptus poles.</li> </ul>
		➤ It was decided that the differential amount can be given as demanded by DFOs who have used Eucalyptus poles on actual basis.
10	VFDS agreement in Hindi	PD (M&E), Kullu informed that the agreement is ready in Hindi. The Chair directed that the agreement will be signed after the Micro Plan is approved. <b>Item may be dropped.</b>
11	Discussion on APR draft sent by SOFRECO	As part of the mandatory reporting requirement, the PMC has shared the draft Annual Progress Report (APR) with the PMU for feedback and suggestion.
		The EC decided that the APR needs to be shared with PD Kullu and APD Rampur for their inputs and Programme Manager (Forestry & Biodiversity) will coordinate and share the final feedback with PMC.



12	Issues of Consultants Further	
	Issues of Consultants-Further course of action	The request of PMC to allow SWC experts (International Consultant) to work from home cannot be accepted, since without field visit no strategy/norm can be developed.  It was further decided –  JICA to be apprised on the state of affairs regarding the Biodiversity Expert provided by SOFRECO and non-reporting of Pro-A Consultant i.e. Dr. B.K.D. Raja, for final review.
		Micro Plan Preparation has picked up the desired pace in the field, and accordingly plantation related works have also commenced. During the process it has been observed that VFDS/ BMC Sub-committees are demanding for SWC works in the respective areas being covered under the Micro Plans. Therefore, it was decided that local Sub-consultants (short term experts) for SWC works be hired at PMU and SOFRECO & JICA India be informed accordingly.
13	M&E format for 2020-21	As part of the continued M& E process, in each financial year monthly/ quarterly/ annual M&E formats are prepared and shared with the field offices to provide information on physical & financial progress against the APOs conveyed to them.
		Therefore, it was decided that to expedite the process of M&E in FY 2020-21 as well, PD Kullu to prepare & share the M&E formats according to APO for 2020-21.
14	Audit for 2019-2020 by CA	The EC decided that to ensure timely audit of accounts as per mandatory requirements, the PMU Shimla will coordinate the Audit for the FY 2019-20.
15	Jadi-Buti cell-Plantations of Medicinal Plants	➤ Jadi-Butti Cell to prioritize 4-5 species of medicinal plants to be planted and the same will be shared with respective DMU offices. Funds to DMUs will be provided accordingly.
		Further, it was decided that Director (JB Cell) is requested to prepare a Jadi-Butti Action Plan for the year 2020-21.
16	Funds as demanded against APOs for 2019-2020 by DFOs	In FY 2019-20, due to the unprecedented onset of COVID-19, some of the field offices were not able to timely book the expenditures incurred against the approved APO of FY 2019-20.
		➤ Therefore, it was decided that the funds may be released to field offices for the abovementioned expenditures incurred but not booked against the APO for FY 2019-20 in the current year on priority basis.
17	Maintenance demand of cost of shrubs in Nursery by some DFOs	There is no provision of maintenance of shrubs as per HPFD norms and neither does the JICA project provide for the same. Therefore, it was decided not to give the funds for maintenance for shrubs as demanded by some DMUs.
18	Procurements of goods and their inventories	It was decided that:  Inventory of IT& equipment/Furnishing/ Office Maintenance to be taken from field offices (FORM 16) for audit purpose.
		The project is undergoing an expansion phase where in new officials are being engaged at the PMU level. Further, in the last two years, substantial support has been extended to the DMU/FTU offices to establish their office with IT and Furnishing. Additionally, the funds earmarked at the disposal of PMU level (including the two regional offices) for IT & equipment/Furnishing/ Office Maintenance are limited and observed to be insufficient to meet the basic fund requirement.



		Therefore, the EC decided that some share of field provisions may be spent at PMU level keeping the overall expenditure
19	Photo monitoring of Plantation areas as proposed by PD Kullu	within the total budget line.  It was decided that:  Guideline/ Scheme for Photo Monitoring of Plantation areas prepared by Regional Office Kullu are approved.  Further, as requested by the Regional Office Kullu for procurement of camera with desired technical specifications to carry out the monitoring activity, the Chair approved the
20	Under M&E monthly, quarterly, half yearly and annual progress report formats have been finalized by Project and DMUs are not regular in submission. Annual progress report (Physical Financial) not received from many DMUs yet, due to which Project Status report can't be prepared. DMUs are using their own format for reporting	request and directed to buy the desired camera through GeM.  PD (M&E) Kullu is authorized to send the letter to all the DMUs and FCCUs to send the reports on prescribed proformas.
21	Nursery Development and Plantation Monitoring:- formats are ready, Team of DFO Hqtrs concerned (ACF concerned division in case DFO Hqtrs not posted) and PMU representative to visit & check the nurseries and repost details on specified formats.	<ul> <li>In FY 2020-21, the project has entered its Implementation Phase and in the last two years i.e. FY 2018-19 and FY 2019-20, a wide array of activities were carried out as part of the preparatory works specific to nursery development, nursery raising, advance works, and other field based activities. Therefore, it was deemed imperative to ensure effective and efficient monitoring and evaluation of the said activities.</li> <li>Hence, the EC decided that PD (Kullu) will share the prescribed formats designed for M&amp;E. ACF and DFO (Hq), who will be requested to do the needful and furnish reports on prescribed proformas.</li> </ul>
22	Environmental and Social consideration Field Expert hiring is still pending with JICA	JICA Concurrence is still awaited. Being pursued.
23	Procurement of Drones of monitoring	<ul> <li>The agenda was placed before the 3rd GB of the Society for Improvement of Forest Ecosystems Management &amp; Livelihoods. Subsequently the matter was put up on a single file to the ACS (Forests) GoHP-and-Chairman, Governing Body of the 'Society' who has directed "HPFD will be the nodal agency. Desired funds will be sought from JICA &amp; CAMPA etc."</li> <li>The project requirement has already been submitted in the form of RFP to the IT wing of the HPFD dept. and further</li> </ul>
24	Base line survey, socio economic/Gender and physical is still pending with JICA	necessary action will now be taken at their end.  JICA Concurrence received on 17.07.2020 and further conveyed to the concerned firm. Item may be dropped.
25	Development of mobile app as per JICA document	collection of information that pertains to different Project activity. It was decided that the APD Rampur will design draft flowchart/basic framework for the Mobile application and share with PMU Shimla and PD (Kullu).
		Subsequently, application developing agency will be lifted to execute the task.



26	Programme	
	Procurement of satellite imagery for JICA Project Area	The first time satellite imagery will be procured by the hired agency for "Survey and Mapping of Intervention Area" for Monitoring &Evaluation and creation of the database. For subsequent years, in accordance with the timelines the required satellite imagery will be procured and utilized by the GIS cell for monitoring.
27	Website Development –Progress	monitoring purposes.  Dynamic website to go live by next month. The URL for static website www.hpjicaforestry.com is active and was shared with the PD (Kullu) and APD (Rampur) for them to share their observations and inputs.
		PD (Kullu) and APD (Rampur) to share literature pertaining to Monitoring & Evaluation and Capacity Building, respectively.
		For the development of the project website, for dynamic website Rs.29,500/- has been agreed for, in the first go. Subsequently, Rs. 17,000/- will be given for integration of MIS platform into the dynamic website. The EC decided the same may be released to the developer for website development.
28	Gender Action Plan report still awaited from DMUs	Reporting on the Gender Action Plan is necessary to ensure appropriate identification of gender issues and their subsequent consideration in micro plan based interventions. However, the EC was apprised that most of the DMUs have not submitted the report on Gender Action Plan
		Therefore, it was decided that the said topic will be covered in the training of Resource persons so that they could be explained the process of formulating the report.
29	Hiring of M&E consultant for developing MIS	The project is required to establish a robust and dynamic MIS platform to ensure for regularly recording information pertaining to forest management (e.g. plantation, maintenance of plantation, SWC/SMC works etc.), Cluster/ SHG based livelihood/ business activity, details of assets funded under the Project etc. The existing IFMS platform of HPFD provides for basic functionality where in there is a need to introduce additional modality for incorporating project specific budget lines and activity details. Therefore, it was suggested by PD (M&E) Kullu that a M&E Consultant may be engaged to expedite the development of Project MIS.
		➤ The EC decided that PD (M&E) Kullu to go through the project document, draft the required RFP with technical & financial aspects for engagement of MIS Consultant, and initiate the process.
30	Guidelines for Social Audit	➤ Social Audit as a means of M&E process is integral to measure, report, and improve the social & ethical performance of VFDS/ BMC Sub-committees with respect to the activities being implemented through project's support. Community based social audit is to be carried out starting FY 2021-22, therefore, it was apprised by PD (Kullu) the need to design the guidelines and processes for Social Audit.
		Programme Manager (Audit & Finance) (Ms. Neha) volunteered to prepare the guidelines for Social Audit under the guidance of PD (Kullu).
31	Annual outcome assessment framework to be developed by PMC following logical framework	<ul> <li>As part of Impact Assessment process of M&amp;E, an Annual Outcome Assessment framework is to be developed by PMU.</li> <li>Therefore, the EC decided that Programme Manager (M&amp;E)</li> </ul>
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		(Dr. Manohar Lal) and PMC Team Leader (Mr. G.C. Bhardwaj) will discuss and develop the framework of Annual
		outcome assessment.
32	Training manual preparation	Training manual was prepared and finalized by PMC & Programme Managers. It was decided that PM (Livelihoods & Training) will share the document with PD (M& E) Kullu and APD (Rampur) for final review and inputs.
33	Training of ward facilitators & GP Mobilisers	Keeping in view the COVID-19 situation, it was decided that all PMs, SMSs, and FTU coordinators to be trained as Resource Person to conduct field level trainings of VFDS/BMC subcommittees/ Ward facilitators.
34	Training for preparation of FEMP to the technical staff	<ul> <li>During the review of draft Micro Plans by PD (Kullu), Team Leader, PMC, and Programme Manager (Forestry &amp; Biodiversity) certain technical gaps were observed regarding the FEMP part of the Micro Plan prepared by DMUs.</li> <li>Therefore, it was decided that a training to be organized for</li> </ul>
		Shimla Circle and Programme Manager (Forestry & Biodiversity) to coordinate the same.
35	Preparation of Livelihood improvement Strategy and action plan	Draft strategy plan has already been prepared and shared by PMC Co-team Leader, Dr. I. C. Nagar.
		It was decided that the Programme Manager (Livelihoods & Training) to share the same with PD (M&E) for review & inputs and finalize the document
36	Newsletter edition for March, 2020 couldn't be released due to Covid pandemic disease, for Quarter ending, June 2020	It was decided that the contents for Newsletter are to be provided by Programme Manager (Monitoring Safeguards & Publications), Kullu to Media Specialist PMU Shimla who will prepare the final
37	Allocating one post of MA to Kullu Regional Office	designfor Hindi and English version.  The official working at the post of Clerk at PD (Kullu)was originally working against the post of MA at NRMS, Solan and was adjusted against the post of Clerk in the project. The emoluments of both the posts are same and only differ in designation. It was suggested that the said post may be redesignated as MA.
38	Any other items with the permission of the Chair	<ul> <li>It was decided to take the matter tothe next GB.</li> <li>The EC approved the demand by: PD Kullu for procurement of IT (Laser Printer), Furnishing, Air Conditioner and Inverter through GeM.</li> </ul>
		➤ The EC approved the demand by: APD Rampur for procurement of IT equipment (Color Printer) through GeM.
		To keep the regional offices duly apprised on the on-going developments and project progress it was decided that PD(Kullu) and APD (Rampur) may be invited in the review meeting held on every first Monday of every month
		Departmental mode Plantations – as per HPFD norms for Tall Plantations, there is provision for pit size 60x60x60 cm. However, as per inputs from field, BL plants of 1.5 years (considered tall plants under JICA project) can be planted in 45x45x45/30x30x30 cm pit size. It was decided that the field can plant tall plants if available with them in pit of size 60x60x60 cm. Otherwise, in case they do the planting in the pit size of 45x45x45 cm or 30x30x30 cm, the DMU should spend the saving from approved APO to proportionately increase the number of plants/ area covered under plantation.

- 1. Project Director (M&E), Kullu.
- 2. Project Director (Admin), Shimla.
- 3. Addl. Project Director, Rampur.
- 4. Addl. Project Director, Kullu.
- 5. Programme Manager (Audit & Finance).
- 6. Programme Manager (Monitoring, Safeguards & Publication).
- 7. Programme Manager (Forestry & Biodiversity).
- 8. Programme Manager (GIS, MIS/Website).
- 9. Programme Manager (Livelihood & Training).
- 10. Subject Matter Specialist (GIS/MIS).
- 11. Subject Matter Specialist (Livelihood & Training).
- 12. Subject Matter Specialist (Marketing, Rural Financing & Livelihoods).

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