



Draft Revised Programme Implementation Manual

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Participatory Plantation Forestry Programme (PFP 2) Draft Revised Programme Implementation Manual

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PROGRAMME FACTSHEET

Programme title:	Participatory Plantation Forestry Programme (PFP 2)	
Sub-sectors:	Forestry, private sector development, wood industries, SME development	
Expected impact:	Sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and poverty alleviation	
Programme outcome:	A socially sensitive, environmentally sustainable, financially profitable private forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania	
Geographical coverage:	7 districts in 3 regions of the Southern Highlands: Iringa (Kilolo DC, and Mufindi DC), Njombe (Njombe DC, Makete DC, Ludewa DC and Wanging'ombe DC) and Ruvuma (Madaba DC). Towns of Mafinga, Njombe, and Makambako.	
Duration:	Four years: From 1 November 2019 to 31 October 2023	
Programme financing:	Government of Finland 9.4 million euros Government of the United Republic of Tanzania 0.47 million euros	
Competent authorities:	<ul style="list-style-type: none"> - Ministry of Natural Resources and Tourism, Tanzania - Ministry for Foreign Affairs of Finland 	
Key stakeholders:		
1. Rights holders	<ul style="list-style-type: none"> - Private tree growers - SMEs in the forestry sector - Large forest companies - Employees in the forestry sector - Vulnerable people - Students in the forestry sector 	
2. Duty bearers	<ul style="list-style-type: none"> - Forest and Beekeeping Division (FBD)/MNRT - Tanzania Forest Services Agency (TFS)/MNRT - Local governments (regional and district authorities) - Training institutions (FTI, FITI, VETA, FWITC, SUA) - Tanzania Forest Research Institute (TAFORI) - Tanzania Forest Fund (TaFF) 	
3. Other responsible actors	<ul style="list-style-type: none"> - Forestry sector associations (TGAs, TTGAU, SHIVIMITA, AF, SCABPU, UWASA, SAFIA, NOFIA and others) 	
4. Other stakeholders	<ul style="list-style-type: none"> - Tanzania national business council (TNBC) - Forestry Development Trust (FDT) - Worldwide Fund for Nature (WWF) - Finnish Universities (UTU, UEF, Aalto University, Savonia University of Applied Sciences, and Karelia University of Applied Sciences) - Tanzania Private Sector Foundation (TPSF) - SAGCOT and its partners - Service providers 	

PROGRAMME AREA

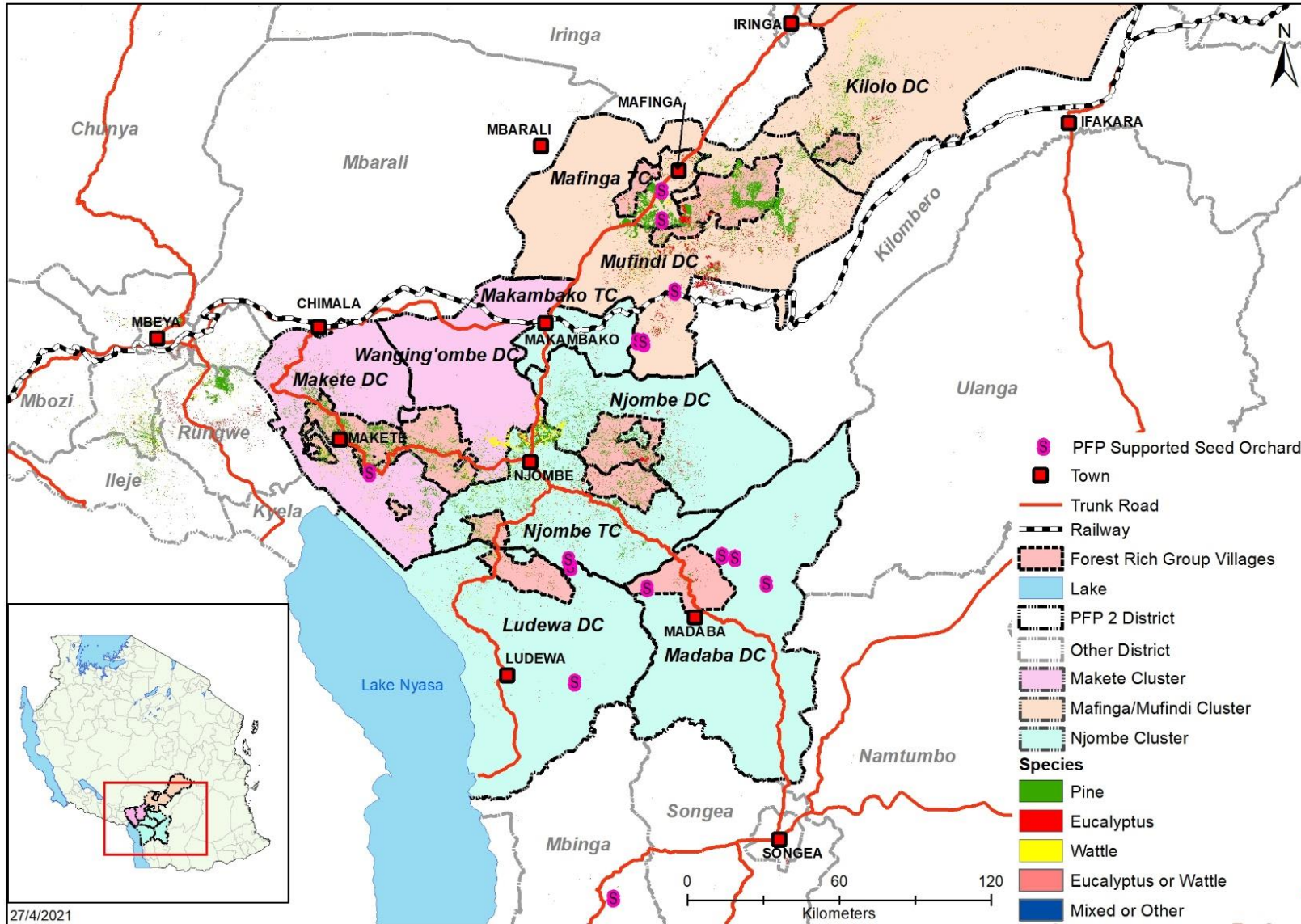


TABLE OF CONTENTS

1.	INTRODUCTION.....	1
1.1	Purpose of the Manual	1
1.2	Review and Distribution.....	1
1.3	Brief Description of PFP 2	1
1.3.1	Business Focus.....	3
1.3.2	Facilitation	3
1.3.3	Communication	3
1.3.4	Inclusive	3
1.3.5	Human Rights-Based Approach and Gender Equality	4
1.3.6	Sustainability	4
1.3.7	Organisation Development	4
1.3.8	Environmental Sustainability and Biodiversity	4
2.	PFP 2 ORGANISATION	6
2.1	The Competent Authorities	6
2.2	PFP 2 Implementation and decision-making structure	6
2.2.1	The Supervisory Board	6
2.2.2	The Programme Steering Committee	7
2.2.3	The Competent Authorities	8
2.2.4	The Programme Management Team.....	10
2.2.5	Coordination and Information Mechanisms PMT - Staff.....	10
2.2.6	PFP 2 Staff.....	10
2.3	Home Office (HO).....	12
2.3.1	General	12
2.3.2	The HO Team	12
2.3.3	Quality assurance in HO – The QAT and QAP	13
2.4	NIRAS Tanzania.....	14
2.5	Tanzania Tree Growers Association’s Union (TTGAU)	15
3.	STAFF GUIDELINES	18
3.1	General.....	18
3.2	Anti-Corruption Culture.....	18
3.3	Human Rights-Based Approach in PFP 2.....	20
3.4	Recruitment Procedures	20
3.4.1	The CTA, International Production and Processing Expert, and National Financial and Procurement Expert	20
3.4.2	National Experts and Support Staff	20
3.4.3	Short-Term Experts.....	21
3.4.4	Interns	23
3.5	Time Recording	24
3.6	Leave.....	25
3.7	Travel Regulations	26
3.7.1	Travel Authorisation	26
3.7.2	Travel Claims	26
3.8	Health and Safety	27
3.8.1	General	27
3.8.2	Safety and Health Standard Operating Procedures Relating to Use of Vehicles	27
3.8.3	Use of power tools	28
3.8.4	Corona Virus	29
3.8.5	Management of HIV and AIDS in the workplace	30
4.	INFORMATION AND COMMUNICATION	32
4.1	General Principles of Communication and Information-Sharing	32
4.2	PFP 2 Internal Communication	32
4.2.1	PMT and cluster coordinator meetings	32
4.2.2	Staff Meetings	33
4.2.3	Other Internal Communication Mechanisms	33
4.2.4	Quarterly meetings.....	33
4.3	Communication with Indufor Home Office and the Client	33
4.3.1	Communication PFP 2 – Indufor Home Office	33
4.3.2	Communication with the Clients (GoF and GoT)	33

4.4	Communication with Stakeholders	34
4.5	Memorandums of Understanding (MoU)	34
5.	PROGRAMME PLANNING AND REPORTING	35
5.1	Programme Planning.....	35
5.1.1	Annual Work Plan and Budget.....	35
5.1.2	Quarterly planning process and budgets	36
5.1.3	Monthly Work Plans for Day-to-Day Management by the PMT.....	36
5.2	Programme Reporting	36
5.2.1	Annual Report	36
5.2.2	Bi-annual progress report	37
5.2.3	Quarterly Progress Report	37
5.2.4	Budget monitoring.....	38
5.2.5	Field Work Reporting	38
5.2.6	Reporting by Programme Partners	38
5.2.7	Incident Reporting.....	39
6.	MONITORING AND EVALUATION	40
6.1	Main Principles of Monitoring and Evaluation	40
6.2	Coordination and Implementation	40
6.3	Data Management.....	41
7.	PROCUREMENT	42
7.1	General.....	42
7.1.1	Procurements of €60,000 and over	42
7.1.2	Procurement between €4,000 and €60,000	43
7.1.3	Procurement Less than €4,000.....	43
7.2	Value-Added Tax (VAT) and Other Tax Exemptions	44
7.3	Fixed Assets Register	44
7.4	Outsourcing of Activities – Procurement of Service Providers	44
8.	FINANCE MANAGEMENT	46
8.1	General.....	46
8.2	Cash Flow Estimates.....	46
8.3	Currencies in Use.....	46
8.4	Bank Accounts	46
8.5	Petty Cash.....	46
8.6	Vouchers as Supporting Documents.....	47
8.7	Advances and Claims.....	47
8.8	Electricity and Water Bills.....	47
8.9	Personal Use of Programme Vehicles	48
8.10	Vouchers in the Bookkeeping	48
8.11	Bookkeeping System.....	48
9.	VEHICLES AND EQUIPMENT	50
9.1	Use of Programme Vehicles	50
9.2	Airtime	50
9.3	Steering Committee and Supervisory Board meetings	50
9.4	Extra-Duty Allowance.....	51
9.5	Use, management, and hand over of programme assets.....	51
10.	OTHER ISSUES	53
10.1	Police and Accidents	53
10.2	Emergency and Medical Services.....	53

LIST OF FIGURES

Figure 1.1	PFP 2 results Chain.....	2
Figure 2.1	PFP 2 Organization	9
Figure 2.2	PFP 2 Management Team Organogram (for the period of maximum implementation from 1 July, 2020, onwards).....	11

LIST OF TABLES

Table 3.1	National Experts and Support Staff Recruitment Process.....	20
Table 3.2	Short Term Expert Recruitment Process.....	21
Table 3.3	Intern Recruitment Process.....	23
Table 5.1	PFP 2 annual work planning process.....	35
Table 7.1	Service Provider Recruitment Process.....	45
Table 9.1	Rates of steering committee daily subsistence allowance for official trips in Tanzania.....	51
Table 9.2	Stakeholder's event participation rates.....	51
Table 9.3	Extra duty allowances payable to government staff.....	51

LIST OF ANNEXES

Annex 1	PFP - Code of Conduct.....	54
Annex 2	Terms of Reference.....	55
Annex 3	Standard MFA Terms for the Payment of Fees and Reimbursement of Costs.....	66
Annex 4	Charts of Accounts.....	74
Annex 5	Incident Report.....	76
Annex 6	Template for Service Provision.....	77
Annex 7	Travel and vehicle request.....	82
Annex 8	Leave Application.....	83
Annex 9	Procurement Request.....	84
Annex 10	Expense Reimbursement Claim.....	85
Annex 11	Advance Request.....	86
Annex 12	Advance Retirement.....	87
Annex 13	Timesheet.....	88
Annex 14	Car Logbook.....	89
Annex 15	Self-Made Voucher.....	90
Annex 16	Exit Form.....	91
Annex 17	Back to Office template.....	92
Annex 18	Asset (s) hand over form.....	93

ABBREVIATIONS

AWP	Annual Work Plan
BTOR	Back-to-Office Reports
CA	Competent Authorities
CCRO	Certificate of Customary Right of Occupancies
COVID-19	Corona Virus Disease of 2019
CTA	Chief Technical Advisor
CV	Curriculum Vitae
DITSO	Database and IT Support Officer
DSA	Daily Subsistence Allowance
EUR	Euro
FBD	Forest and Beekeeping Division
FCG	Finnish Consulting Group
FDT	Forestry Development Trust
FIS	Forest Information System
FITI	Forest Industries Training Institute
FTI	Forestry Training Institute
FWITC	Forest and Wood Industries Training Centre
GIS	Geographical Information System
GoF	Government of Finland
GoT	Government of Tanzania
HO	Home Office
HOC	Home Office Coordinator
HRBA	Human Rights-Based Approach
Indufor OY	Programme Implementing Contractor
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MaIS	Market Information System

MEE	Monitoring and Evaluation Expert
MFA	Ministry for Foreign Affairs of Finland
MIS	Management Information System
MNRT	Ministry of Natural Resources and Tourism
MoF	Ministry of Finance and Planning
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
NAS	Network-Attached Storage
NFPE	The National Financial and Procurement Expert
NGO	Non-Governmental Organisation
NIRAS	Programme-Implementing Contractor/Human Resources Management Firm
NLUPC	National Land-Use Planning Commission
NOFIA	Northern Forest Industries Associations
OCD	Organized Crime Division
OCS	Officer Commanding Police Station
OSHA	Occupational Safety and Health Authority
PCCB	Prevention and Combating of Corruption Bureau
PFM	Private Forestry Programme
PFP 2	Participatory Plantation Forestry Programme (PFP 2)
PIM	Programme Implementation Manual
PMT	Programme Management Team
PSC	Programme Steering Committee
RBM	Results-Based Management
RBMF	Results-Based Management Framework
RPC	Regional Police Commander
SAFIA	Southern Highlands Forest Industries Association
SH	Southern Highlands
SHIVIMITA	Tanzania Forest Industries Federation
SME	Small and Medium Enterprises
SP	Service Provider
SQL	Standard Query Language
STC	Short-Term Contract
SUA	Sokoine University of Agriculture
SVB	Supervisory Body
TA	Technical Assistance
TAFORI	Tanzania Forest Research Institute
TATI	Programme Accounting Software
TGA	Tree Growers' Association
TGA	Tree Growers' Union
TGIS	Tree Growers' Incentive Scheme
ToR	Terms of Reference
TPSF	Tanzania Private Sector Foundation
TRA	Tanzania Revenues Authority
TTGAU	Tanzania Tree Growers Associations Union
TZS	Tanzania Shillings
UWASA	Sao Hill Sawmillers Association
VAT	Value-Added Tax
VLUP	Village Land-Use Planning
VSLA	Village Savings and Loans Associations
WWF	Worldwide Fund for Nature

1. INTRODUCTION

1.1 Purpose of the Manual

The purpose of this Programme Implementation Manual (PIM) is to facilitate efficient programme implementation. It describes procedures and requirements for the management and administration of PFP 2. It defines actors involved in implementing the programme and their respective mandate and responsibilities. It also provides guidance and instructions on the recruitment and management of personnel.

Because PFP 2 is a development cooperation programme funded by the Finnish government, the overall framework for this PIM is provided by the “Standard Terms for the Payment of Fees and Reimbursement of Costs” (“Standard Terms” in short), which is the basic MFA regulation to be followed during programme implementation.

The PFP 2 PIM describes the following procedures:

- Processes for decision-making and organisational mandates
- Personnel management, including recruitment procedures and staff guidelines
- Management of equipment, including guidelines for vehicle use and maintenance
- Planning, reporting and monitoring
- Communication
- Procurement
- Outsourcing of services
- Finance management

This is the first revision of the PFP 2 PIM and once it has been endorsed by the Programme Steering Committee, this PIM will be an essential mandatory reference for programme staff, consultants, service providers and partners. It will be freely downloadable from the programme website www.privateforestry.or.tz

1.2 Review and Distribution

This manual is an operational document, one that may be changed and adjusted as needed to ensure the smooth and efficient implementation of PFP 2. The PFP 2 CTA is responsible for PIM updating though it may seek support from the PMT and Indufor HO. This current version will remain valid, however, until and unless an update is approved by the PSC.

The PMT will implement the following procedures to keep the PFP 2 PIM up to date:

- Review the PIM annually
- Present any recommended changes to the PSC for its endorsement.
- Number and date manual revisions to reduce possible confusion about which is the currently applicable document. Updated versions will be made available at the programme website and outdated versions will be removed.

1.3 Brief Description of PFP 2

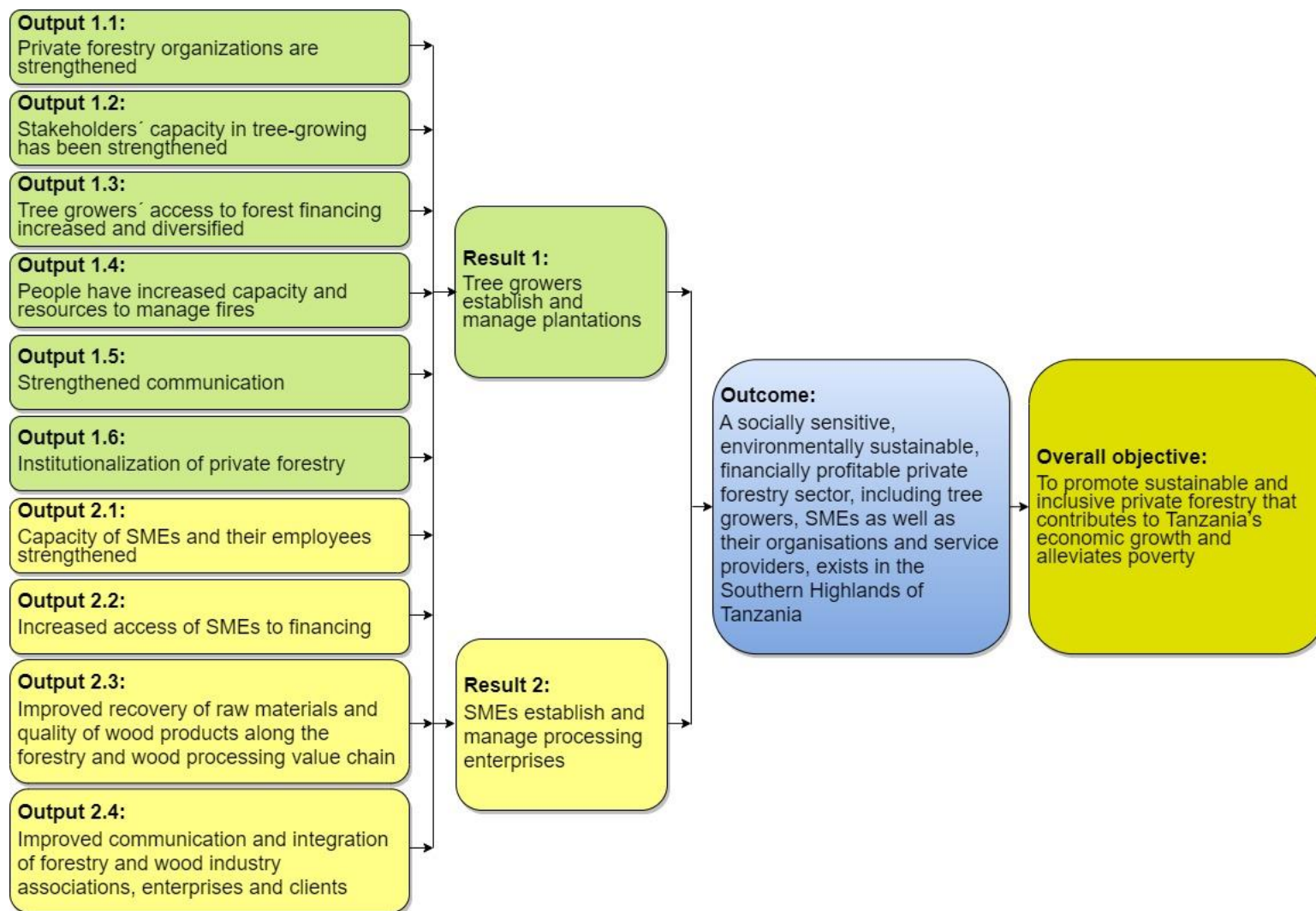
PFP 2 is a four-year (1 November 2019 – 31 October 2023) bilateral development cooperation programme between the governments of Tanzania and Finland. The total budget of the Government of Finland (GoF) for the programme is EUR 9,340,000.

The budget of the Government of Tanzania (GoT) budget is EUR 470,000. This money is provided as an “in-kind” contribution.

The impact statement of the programme is the same as it was in Phase 1: “to promote sustainable and inclusive plantation forestry that contributes to Tanzania’s economic growth and alleviates poverty”. Phase 2 aims to strengthen the initiatives and achievements of Phase 1 and to ensure their ongoing sustainability.

The intended outcome of PFP 2 is to see that **a socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers and SMEs, as well as their organisations and service providers, exists in the Southern Highlands of Tanzania**. In addition, the rights of vulnerable groups will be safeguarded and their participation in the forestry value chain supported. The results chain (Figure 1.1) provides for smooth continuity from Phase 1 to Phase 2.

Figure 1.1 PFP 2 results Chain



The strategy in Phase 2 will, however, be somewhat different from that of Phase 1. Phase 2 will build on the solid base that was established in Phase 1 while taking a more people- and human rights-centred approach. Its focus will be facilitation, communication and sustainability. The strategy will be to achieve the objectives of the programme by guiding others rather than actually doing everything directly.

The key strategic approaches which have been defined to reach the intended outcomes and impacts are as follows: (i) institutionalise and ensure the sustainability and capacity of the Forest and Wood Industries Training Centre (FWITC), TGAs and Tanzania Tree Growers' Association Union (TTGAU) to provide services to clients, (ii) intensify the maintenance and protection of plantations through training and extension and TGIS, (iii) ensure land tenure through finalising the village land-use plan (VLUP) process to the last step of issuing certificate of customary right of occupancies (CCRO), (iv) ensure the sustainability of village savings-and-loans association (VSLA) to generate income for TGA members and vulnerable groups in particular, (v) ensure raw material supply to SMEs during the transition period until smallholder plantations start to mature on a large scale, and (vi) institutionalise IT management and communication systems to generate data for management planning and timber markets.

Further aspects of the proposed strategy and approach are discussed below.

1.3.1 Business Focus

Phase 2 will build on the strong business focus initiated in Phase 1 to achieve the objective of addressing the issue of poverty through increasing economic activity, creating employment opportunities and supporting emerging businesses and entrepreneurs. PFP 2 will promote among tree growers and SME owners an awareness of the economic profitability of improved plantation management and wood-processing along the forestry value chain. Greater cooperation between growers and SME processors will be facilitated and, where appropriate, vertical integration of the value chain encouraged to increase economic returns to primary growers and processors.

1.3.2 Facilitation

The Phase 1 approach to the development of private forestry was on the planning and execution of operations, often through the direct application of resources to meet quantitative objectives. In contrast, Phase 2 will focus more on the facilitation and achievement of programme goals by guiding the actions of duty bearers and rights holders. The objective of this approach is to increase the capacity of these two groups by allowing them to grow and practice their skills in a nurturing environment. This approach will result in capacity development that will extend beyond the life of the programme.

1.3.3 Communication

Phase 2 will focus on increasing communication in the specific ways indicated below:

- Communication of the achievements of the programme to policymakers, funders and M&E teams
- Communication with other development programmes, NGOs, academic and training institutions, and all levels of government, namely national, regional and district
- Communication with tree growers, TGAs, SME owners and their respective associations
- Communication between private forestry actors in SH, and Tanzania and promotion of south-south (i.e. Tanzania-Uganda-Kenya- South Africa) and north-south (i.e. Finland-Tanzania) communications.

The purpose of increasing communication is to develop collaborative networks of informed stakeholders to extend the reach of the programme while benefiting from the sort of feedback loops typically facilitated by active networking. Networking can also provide information useful for adapting and fine-tuning programme interventions.

1.3.4 Inclusive

The quantitative targets set for Phase 1, in particular the planted area target of 15,000 ha, which limited the scope of the programme to those TGAs that had access to 200 ha or more land to

afforest, excluded some growers and TGAs within the geographical scope of the programme. Some of these excluded growers and TGAs actively participated in Phase 1, and many have large areas of established plantation forests. It is proposed that Phase 2 will service all participants in the forestry sector within the programme area and will actively foster inclusivity. This will necessitate a reduction in the intensity of interventions with selected individuals or groups in favour of allowing the programme to benefit a wider group.

1.3.5 Human Rights-Based Approach and Gender Equality

Phase 1 struggled to include vulnerable people in the PFP activities and ensure that they benefit from the programme and to make the PFP a human-rights progressive programme. During the inception phase of Phase 2, a human rights impact assessment (HRIA) will be implemented to review and understand key vulnerability and gender equality issues. Then, using the results of that assessment, an action plan will be made and staff, service providers and rights holders trained. Affirmative action will be taken to ensure the participation of vulnerable people and women and special events and exchanges will be organised to promote women's entrepreneurship and forest management skills.

After assessing the needs, concerns, and capacities of vulnerable people in the inception phase, PFP 2 will address those issues through targeted assistance. It aims to ensure that needed interventions do, in fact, strengthen the capacities of individuals and groups in vulnerable situations. The main interventions may include incorporating vulnerable people into TGAs, employing them in SMEs, and facilitating of employment opportunities in forestry value chains. The main thematic areas for assessing and developing crosscutting issues and HRBA are often (i) social inclusion, (ii) free and active influence on decisions in a transparent and inclusive processes and (iii) access to benefits and (iv) transparency in accessing and expressing information through multiple channels.

Despite this aim, PFP 2 will focus more on human rights impacts, inclusive growth, accountability and poverty alleviation. In this regard, it needs to address the rights of tree growers (especially regarding tenure), communities hosting programme activities, and workers in private forestry organizations and SMEs. To this end, one option is to conduct an HRIA to better understand human rights impacts and to complete a thorough poverty and inequality analysis. Another key aspect for inclusion and avoiding adverse human rights impacts is to establish a platform for dialogue at various levels in the forestry value chain. This platform could also be used to monitor programme progress in terms of the HRBA.

1.3.6 Sustainability

A core value of the PFP is to strengthen the long-term sustainability of the plantation forestry sector in the SH of Tanzania through focussed development interventions. PFP 2 will be directly aligned with this objective. It will focus on ensuring that the positive changes that the programme has facilitated with respect to the private forestry sector are sustainable beyond the life of the PFP. The programme will consider the sustainability of the social, environmental and economic aspects of the private forestry sector.

1.3.7 Organisation Development

Strong organisations are considered the cornerstones of sustainable enterprises. Phase 2 will promote and facilitate the development of organisational capacity and the formalisation of organised bodies, TGAs, and business networks. Such formalisation will contribute to the efficient functioning and long-term sustainability of these groups and group membership will offer members a stronger voice than they would have as individuals.

1.3.8 Environmental Sustainability and Biodiversity

As mentioned earlier, balancing the negative and positive impacts of planting exotic species can be achieved through careful land-use planning. During the "Private forestry carbon trading" programme, draft biodiversity guidelines were prepared to be used by extension officers when providing advisory services. These guidelines should be updated and staff (including TTGAU, extension officers and village facilitators) trained to use them. The update should cover most the recent scientific knowledge and understanding of the issues in the SH, including different effects of climate change. Besides considering woodlot-specific biodiversity aspects, there is a

need to promote biodiversity on the landscape level. This dimension will be covered through the landscape planning to be piloted by PFP 2.

The intervention logic of PFP 2 is based on two primary result areas, namely,

- 1) Tree growers. This result will encompass the value chain from the planning of the plantations to the point of sale of the forest products.
- 2) SME value-adding processors. This result will cover the forest products produced by the growers through the value-addition processes and eventual sale to end-users.

The PFP 2 results chain is shown in Figure 1.1.

Aspects pertaining to facilitation and communication and to the promotion of an enabling environment conducive to the efficient and successful functioning of the entire value chain will be considered in both result areas and cross-cutting interventions. PFP 2 will take a people centred and HRBA approach. The PFP 2 was formulated as being human rights progressive and therefore respective indicators measuring its impact, particularly on women and vulnerable people, were incorporated under relevant outputs. The indicators will be reviewed and consolidated during the inception phase of the PFP 2.

2. PFP 2 ORGANISATION

PFP 2 will be governed by the PSC (which will be headed by the competent authorities) and implemented on a day-to-day basis by its Programme Management Team (PMT).

The PMT will be supported logistically by Indufor Oy and NIRAS Tanzania. A Quality Assurance Team will be formed by Indufor and NIRAS Finland Oy to strengthen technical backstopping and quality assurance (see also 2.3.3 below)

The PMT will deliver support to smallholders and MSMEs both directly through its administration and technical staff as well as cluster coordinators, extension staff and extension worker and indirectly through intermediaries such as district governments, FWITC, academic and research institutions, and forestry and wood industry associations. Direct approaches will be favoured for piloting and demonstrating approaches in the early implementation stages, while indirect approaches will become of increasing importance while promoting sustainability (Figure 2.2). The development of close working relations between district governments, forest industry cluster coordinators (FICC) and their staff, and the FWITC will be of paramount importance for sustainable cluster development.

2.1 The Competent Authorities

The competent authorities (CA) are the Ministry of Finance and Planning (MFP) of Tanzania and the MFA of Finland. The MFP is in the implementation represented by the Ministry of Natural Resources and Tourism (MNRT).

Ministry of Natural Resources and Tourism

The MNRT will nominate a national programme coordinator from its permanent staff. He/she will be the main MNRT channel of communication between partner authorities and will chair the PSC.

Ministry for Foreign Affairs of Finland, and the Finnish Embassy

The MFA is the CA on behalf of the Finnish Government. Its role is to administer public funds so that they are used according to established policies and goals.

The MFA ensures that:

- The programme progresses according to approved plans.
- Funds are used according to agreements and budgets.
- Established procedures and regulations are followed.

To do so, the MFA contracted a consultant company (Indufor Oy) to carry out support services on its behalf. Backstopping services are guided by the consultancy contract.

The Finnish Embassy in Tanzania acts on behalf of the MFA as a contact point with the PFP. The embassy is routinely kept up to date with all aspects of programme implementation. It is copied in on all emails between the PFP 2 and the MNRT, and it co-chairs the PSC and is involved in all significant informal and formal discussions relating to the programme.

The other role of the Embassy is to support and provide follow-up to the programme.

2.2 PFP 2 Implementation and decision-making structure

2.2.1 The Supervisory Board

Duties and meetings

The highest decision-making body of the programme is the Supervisory Board (SVB).

The main duties of the SVB are:

- Approval of major strategic and policy issues directly relevant for the project.
- Approval of changes in PD including scope and objectives, organisational structure, management, and any other changes to PFP 2 with major financial implications.

- Approval of the annual work plans and budgets¹.
- Approval of Programme policies and implementation principles.
- Any other (policy) decisions which have financial implications.

The SVB meets at least once per year. The meeting is scheduled for 2nd half of June to allow for timely approval of the programme annual work plan and budget. The annual work plan and budget are provided to the SVB members 2 weeks prior to the meeting. A preliminary draft of the Annual Progress Report is presented at the meeting.

If needed, the SVB may meet more often.

Composition

A Supervisory Board has previously been formed for the FORVAC programme and this will now also serve as the Supervisory Board for PFP 2. The SvB has the authority to invite other participants as needed. To avoid any conflict of interest, the PFP 2 experts in the PMT are not members of the SvB but can participate as resource persons presenting issues to be discussed and decided including acting as secretary for the SvB meetings.

The composition of the SVB is:

- MNRT (Chairperson)
- MFA Finland, represented by the Embassy of Finland (Co-Chair)
- PO-RALG (Member)
- MoFP – Ministry of Finance and Planning (Member)
- MoIT – Ministry of Industries and Trade (Member)
- Ministry of Environment (Member)
- Ministry of Energy (Member)
- Tanzania Forestry Working Group (TFWG)

2.2.2 The Programme Steering Committee

Duties and meetings

The PSC is responsible for the overall steering of programme implementation, including the systematic monitoring of risks and mitigation procedures. The members of the SC are representatives of organisations directly involved or influenced by programme implementation, including the MFA (represented by the Embassy). Members of the PSC must have a decision-making mandate in their own organisation.

The PSC meets quarterly. The meetings are scheduled to allow for guidance on PFP 2 performance, based on the quarterly progress reports. Consequently, the meetings are aimed to be scheduled in the first month of each quarter, with the exception for the meeting prior to SVB, which is to be held in May (i.e. the last month of the quarter) to allow for decision making on the AWP and budget prior to the SVB meeting.

To allow for smooth programme implementation, PSC may exercise its duties in-between meetings through a “PSC silent approval procedure”. This procedure implies that issues for PSC decision (e.g. approval of ToRs or other documents) are sent by PMT to PSC members and a total of 7 days are allocated for the feedback from the PSC. If no feedback is received within 7 working days, this is interpreted as approval of the issue at hand by PSC.

The PSC has the following main duties:

- Providing strategic guidance to the PFP
- Monitoring programme performance and agreeing upon adjustments and revisions
- Monitoring the selection of short-term consultants by the PMT to ensure that they meet the criteria established
- Discussing and endorsement of the programme’s annual work plans and budgets

¹ The SVB will receive the draft annual project report for information, but not for approval.

- Discussing and approving the programme's annual², semi-annual, and other reports presented and agreeing on actions to take to ensure that implementation progresses effectively
- Serving as a forum for strategic discussions and networking among key stakeholders
- Guiding and promoting the exchange of the experiences and communications of the programme
- Discussing adjustments to the programme and its components
- Channelling information from the programme to key stakeholders in the forestry and wood industry sectors and vice versa
- Guiding the overall management of the programme

Composition

The PSC is comprised of the following members:

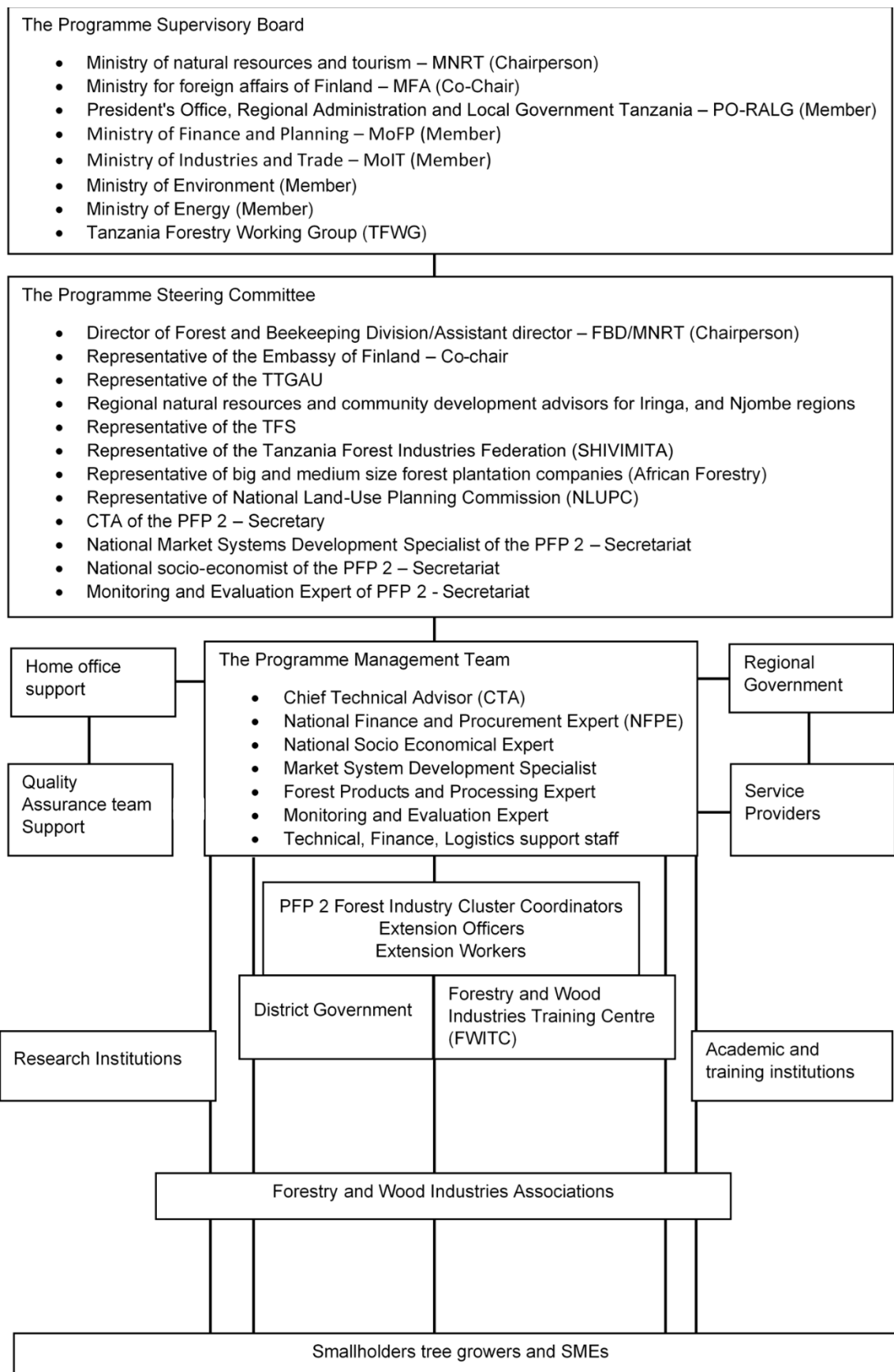
- The Director of Forest and Beekeeping Division is the co-chair of the PSC, and in practice this role is delegated to assistant director (forest development) who is also the national programme coordinator.
- Representative of the Embassy of Finland – Co-chair
- Representative of the TTGAU
- Regional natural resources and community development advisors for Iringa, and Njombe regions
- Representative of the TFS
- Representative of the Tanzania Forest Industries Federation (SHIVIMITA)
- Representative of big and medium size forest plantation companies (African Forestry)
- Representative of National Land-Use Planning Commission (NLUPC)
- CTA of the PFP 2 – Secretary
- National Market Systems Development Specialist of the PFP 2 – Secretariat
- National socio-economist of the PFP 2 – Secretariat
- Monitoring and Evaluation Expert of PFP 2 - Secretariat

2.2.3 The Competent Authorities

For smooth implementation of the PFP 2, given that the PSC meets every 3 months, the PMT maintain regular contact with the Competent Authorities and get guidance as well as decisions e.g. on the dates and agenda for both regular and *ad-hoc* PSC meetings.

² The annual progress report is endorsed by the PSC and approved by the SVB

Figure 2.1 PFP 2 Organization



2.2.4 The Programme Management Team

The PMT, which consists of the Chief Technical Advisor (CTA), National Financial and Procurement Expert (NFPE), Monitoring and Evaluation Expert, Socio-Economist, Market Systems Development Specialist, Land Use Planning Expert, and the International Forest Products and Processing Expert, together with three FICCs, are responsible for the day-to-day management of the programme. The PFP 2 itself is not an independent legal entity but operates with a written mandate under the management of Indufor Oy (the consulting company).

As head of the PMT, the CTA is authorised to make agreements and commitments on behalf of Indufor Oy relating to the programme. The PMT will prepare, with the participation of staff, annual plans and budgets, progress reports and financial reports, annual budget revisions, and semi-annual reports for the PSC and/or SvB to review and approve.

The PMT will arrange for annual audits and regularly update the project's risk assessment, implement mitigation measures under its mandate, and report on the realisation of those measures.

The PMT has the authority to approve variations in budget subheadings up to a maximum 15% of the budgeted amount.

2.2.5 Coordination and Information Mechanisms PMT - Staff

The CTA is responsible for coordinating the actions of the PMT and for establishing appropriate mechanisms for information-sharing within the PMT.

Regular meetings will be essential from the beginning and electronic conferencing technologies will be utilised to enhance the participation of the geographically dispersed team. Electronic conference facilities will be established at PFP's offices in Iringa, Mafinga, Njombe and Makete.

All internal and external meetings will be formalised with minutes archived on network-assisted storage (NAS) and available to all. It will be the responsibility of the senior PFP 2 representatives at any internal or external meeting to ensure that minutes are prepared and distributed in a timely manner using the most up-to-date template (which will be available from the Database and IT Support Officer (DITSO)). All minutes will be copied to the DITSO, who will ensure that the information in them is properly managed and archived.

All significant travel will be pre-approved by the CTA using the standardised travel request template and documented through back-to-office reports that will be archived on programme network assisted storage (NAS) by the DITSO and available to all. It will be the responsibility of the most senior PFP 2 representatives participating in travel to ensure that back-to-office reports are recorded using standard templates, distributed and archived. It will be particularly important to collect the full details of all contacts met at meetings and during travel and to use this information in building a comprehensive database of all PFP 2 contacts.

The programme management information system (MIS) including data on administration (i.e., back-to-office reports, meeting minutes, service providers, suppliers, stakeholders contacts information, CVs, staff, and publications) and programme operational activities (i.e., beneficiaries, spatial data, VLUPs, trainings, SMEs, TGAs and FWITC,) will be regularly updated and available to all. The sharing of information and data with other stakeholders from the programme MIS will be approved and guided by the programme CTA.

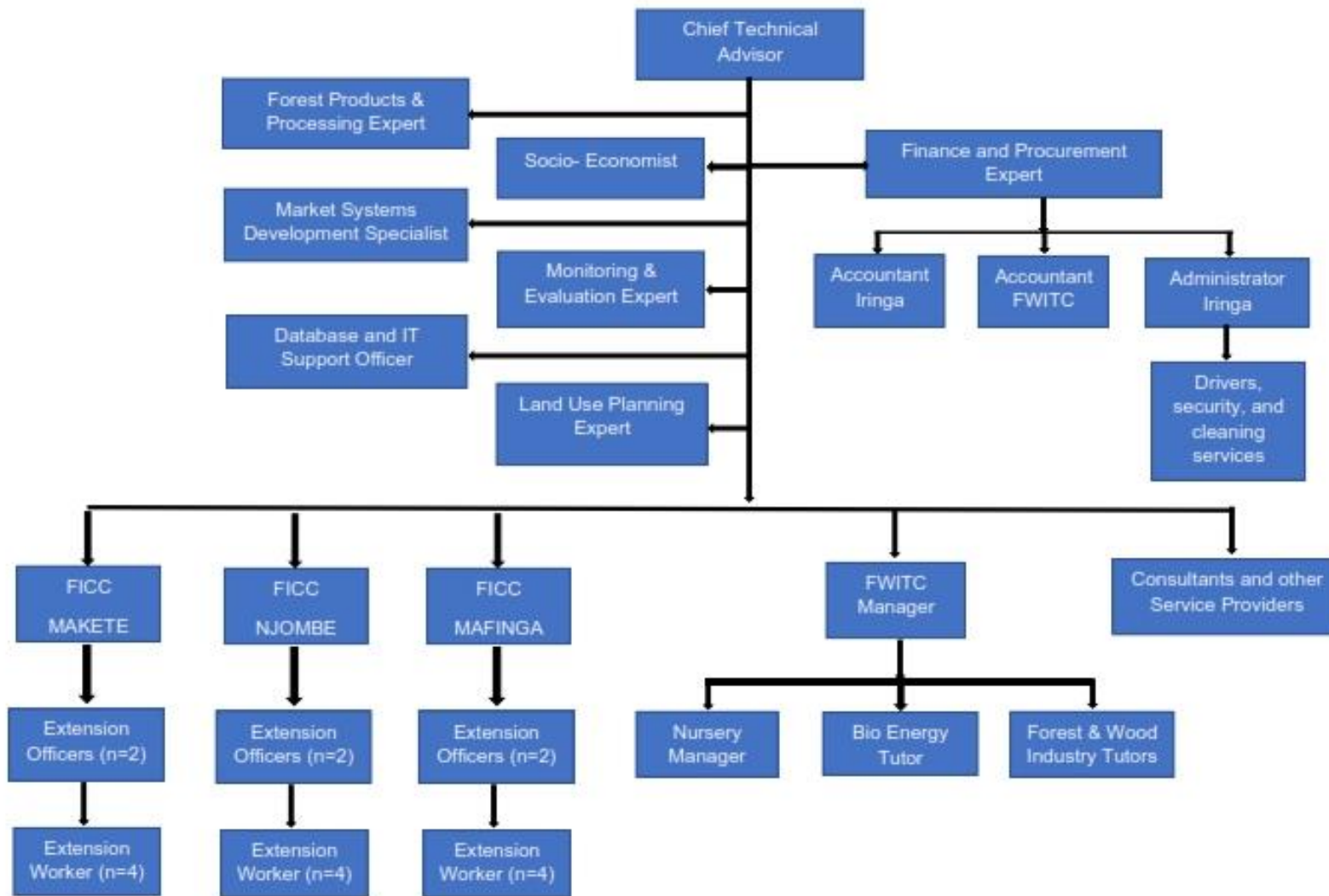
The PMT, together with supported institution such as TTGAU, FWITC and African Forestry, will establish a mechanism for data- and information-sharing.

The role of NIRAS Tanzania is coordination and sharing of Human Resources information with PMT

2.2.6 PFP 2 Staff

The staffing of the programme will change according to the phase of implementation and any special emerging needs. During the inception period there will be a gradual build up in staffing, which will then be sustained until the programme starts a managed slowdown in preparation for closing in October 2023. During peak staffing, which will commence on 1 July 2020, the organisation of the programme will be as shown in Figure 2.2. Terms of reference for these positions are presented in Annex 2.

Figure 2.2 PFP 2 Management Team Organogram (for the period of maximum implementation from 1 July, 2020, onwards)



2.3 Home Office (HO)

2.3.1 General

Support services to the implementation of PFP 2 is provided by the two partners Indufor and NIRAS Finland.

Indufor, as the lead consultant:

- Has the overall responsibility for programme performance in accordance with the consultancy contract towards the Client, including delivery of results, proper management procedures and correct utilization of funds to the Client.
- Undertakes Home Office Coordination (HOC) measures towards MFA including all official HO communication towards MFA and MNRT.
- Ensures adherence to Quality Assurance Plan (QAP) and PIM.
- Coordinate Quality Assurance and chair the Quality Assurance Team (QAT).
- Provides and contracts the international long term Technical Assistance (TA) and international short-term TA to PFP 2.
- Although the national staff is contracted by NIRAS Tanzania, Indufor as the lead consultant is also informed about the recruitment procedures and involved to the degree deemed necessary by the lead consultant.

NIRAS Finland as sub-consultant to Indufor:

- Provides HOC support to lead consultant including technical forestry backstopping support.
- Supports the lead consultant in provision of international TA to the PFP 2 upon request including in-house technical expertise. Contracting the TA if the international TA is NIRAS in-house consultants.
- Participate in the Quality Assurance Team.

The main role of NIRAS Tanzania is contracting and management of the national staff contracts in PFP 2 as outlined in chapter 2.4 as well as participating in the QAT.

The CTA, acting as representative of Indufor, has the overall responsibility for the management of PFP 2 funds towards Indufor. In this work, he / she is supported by a Home Office Team. The composition and main tasks of Home Office team is defined below. The role and responsibilities of the HO team are communicated to the TA team through briefing at the start-up of PFP 2.

The HO will work closely with the CTA and PMT and consequently seamless communication between PFP- 2 (the CTA) and the HO is essential and outlined in more detail in separate parts of this PIM:

- Proper communication channels between the PFP 2, the HO and the Client – the Embassy and the MFA are outlined in section 4.3.
- Any major revisions of budget, work plan and staff related issues shall be communicated and discussed with the HO before the decision is taken in the project.
- Reporting guidelines are outlined in chapter 5.2.

2.3.2 The HO Team

Indufor as the lead consultant with the overall responsibility of the PFP 2 performance has the main role in the executing the HOC duties.

The Indufor HO Team consists of:

- The Home Office Coordinator, with the following responsibilities:
 - Overall PFP 2 performance including preparation and implementation of the Quality Assurance Plan (QAP) and adherence to PIM
 - Leads the QAT
 - Technical forestry backstopping
 - Communication with MFA and MNRT
 - Procedures for identification and selection of experts for international long-term and short-term positions.

- Participates in recruitment procedures for national staff on case-by-case as deemed necessary
- The Finance Manager, with the following responsibilities:
 - Overall Financial management including:
 - -verification of monthly bookkeeping material and reconciliation
 - - invoicing of TA-fees, reimbursables and operational advances from the MFA
 - - taking part in the planning procedures (annual, AWP, verification of finances)
 - - responsible of annual and semi-annual (financial) reporting- processing the monthly advance requests from the project and forwarding them to the Indufor admin for payment
 - - project financial management system
 - - days worked monitoring (TA.staff)
 - - fixed assets register
 - - annual audits as requested by the Indufor MFA contract
- All the tasks above are performed with close collaboration with the National Financial and Procurement Expert
 - Implementation of the QAP and adherence to PIM on when it comes to finance management, procurement and HR contracting international long-term and short-term experts
 - Communication with MFA on finance and procurement

Additional support in Indufor HO is provided by Indufor Admin Department when deemed necessary.

NIRAS Finland HO Team consists of:

- PFP-2 Support Person, with the following responsibilities in supporting the lead consultant:
 - Technical forestry backstopping as requested by the lead consultant
 - Provision of candidates for international TA positions. Contracting the candidates if in-house NIRAS experts.
 - Participates in the Quality Assurance Team.
- PFP-2 Support Person II (located in NIRAS Tanzania office)
 - Support to HO team in issues specifically related to the national staff

NIRAS Tanzania

- PFP-2 support persons will consist of the Lead HR consultant/Financial Manager and HR officer, who will have the following responsibilities:
 - Point of contact for all HR related issues
 - Facilitate Recruitment and Selection of Candidates for all then national positions
 - Contracts and Payroll management for all the national staff
 - Renewal of contracts and staff replacements when needed.
 - Purchasing & renewals of health insurance.
 - Monthly follow-ups on Timesheets.
 - Monthly updates of annual Leave sheet.
 - Follow-up on any issues in relation social security contributions, insurance, etc.
 - Facilitate staff loan repayments to Students Loan Board.
 - conduct HR Reviews and advise the PMT;
 - Support QAT where necessary

2.3.3 Quality assurance in HO – The QAT and QAP

The Quality Assurance Team (QAT)

The Quality Assurance Team (QAT) is established to facilitate the interaction between the partners Indufor and NIRAS in supporting PFP 2 implementation and quality assurance (QA). The QAT consists of at least one senior level representative from both companies. Indufor HOC acts as the secretary for the meetings.

The decision-making organs in PFP 2 are the SVB, PSC and the PMT. The QAT is a supportive organ established by the implementing partners and has no decision-making power with regards to decision making on PFP 2 implementation, but monitors, supports and advice the Programme team at strategic level. The Indufor HO Team is responsible for day-to-day operational matters.

QAT meetings are organized quarterly, and whenever need arises. Meetings are scheduled to allow the QAT to contribute to the PFP planning and reporting processes.

Main functions of the QAT:

- Ensure the quality of PFP Annual Work Plans. Review and comment on draft work plans before their submission to the PSC.
- Ensure the quality of PFP Quarterly and Annual Reports. Review and comment on draft reports before their submission the PSC.
- Review the Agenda for PSC meeting as well as the quality of supportive materials (in addition to the plans and reports) to ensure smooth and informed decision making in the PSC meetings.
- Assess the programme performance and progress against the approved plans and the Results Based Framework and give strategic guidance in reviewing the plans against the monitoring information.
- Ensure the quality of Terms of Reference for short term consultancies and/or Service Providers.
- Support the PFP team in integrating External Review and Evaluation Team (ERET) recommendations in the Programme approach and work plans.

The Quality Assurance Plan

A QAP is prepared by the Indufor HOC team during the Inception Phase. The QAP is to guide the HO in supporting and monitoring PFP 2 implementations. The QAP will include project management and project deliverables and will build upon and utilize the PIM.

The QAP focuses on support and monitoring of 3 aspects:

- Timeliness of implementation
- Quality of inputs and deliverables
- Interaction of PFP 2 with stakeholders.

QAP outlines tools, roles, checklists and schedules and covers mechanisms for monitoring as well as corrective measures. Main processes for QA include: i) bi-annual HO visits to Tanzania with performance reviews, ii) regular bi-weekly communication with the PFP CTA with checklists based on WPs, iii) document review and commenting, and iv) regular communication and meetings between the partners, communication with MFA and MNRT, v) the QA Team.

2.4 NIRAS Tanzania

All long-term and short-term national Technical Assistance Personnel and Assisting personnel are contracted by NIRAS Tanzania. Personnel employed by NIRAS Tanzania operate under the administration of the company who is responsible for ensuring that all legal conditions related to the employment of the persons are duly taken care of.

NIRAS Tanzania is in carrying out the assignment, working in close collaboration with the PFP 2 Programme Management Team (PMT), and specifically the Chief Technical Advisor. The PMT will be responsible for the day-to-day management of the staff.

NIRAS Tanzania provides the following HR management services:

- a. Recruitment of staff
 - Provide logistics support locally, when requested by PFP 2 CTA including recruitments for new positions and replacements
- b. Staff contract management
 - Issue contracts to staff members as well as monitor their expiries and need for renewals as well as providing all correspondences related to recruitment and termination.

- Issues staff certificate of service upon completion of contracts
- c. Time sheet management
- Collect timesheets, monitor workdays, and keep track of leave days and report to the CTA.
- d. Staff payroll management
- Personnel management including payroll services and administration
 - Income tax for all project-based staff to be determined, computed, and paid in good time to the respective authorities. A penalty for late payments shall be borne by the service provider.
 - Staff salaries to be processed and paid by the first week of the following month.
 - Prepare salary slips and send to all individual staff
 - Effect any changes in coordination with PFPII CTA
- e. Manage staff medical insurance
- The Service provider is required to give a detailed account of their medical Insurance Provisions
 - Facilitate timely and efficient en-route medical care for injured or very sick staff members requiring urgent care at a better-equipped facility
- f. Workers compensation Insurance
- Facilitate WCF claims/benefits to employees injured in the course of employment.
- g. Manage all statutory deductions on monthly basis as per Tanzanian labour laws.
- h. Other HR administrative activities such as staff leave management
- For the duration of a staff's employment Contract, make provision for leave at the request of PFP II CTA, ensuring management of each individual's allocated leave entitlement.
 - Leave tracking system for the staff.
 - Approval of leave to be coordinated with PFP II CTA.
 - Encourage all staff to use all their leave days within one calendar year or a contract and consult the PFP2 Management in the event a staff may have unused leave days which may be brought forward from the current into consecutive year is 30 days and above.
- i. Conduct Annual Personnel survey and document the findings and advise the PFP II CTA on issues needing attention.
- j. Manage the staff bio-metric time management system installed at PFP II workstations.
- k. In coordination with PMT, ensure that all PFP II casual labour (including PFP Iringa, Forestry and Wood Industries Training Centre in Mafinga and all PFP Field locations including where harvesting is taking place) are employed in a responsible manner with consistent attention to NSSF payment and provision of person protection equipment and other safety requirements such as training. It envisages that up to 40 casual labourers may be employed at any one time depending on season.

2.5 Tanzania Tree Growers Association's Union (TTGAU)

The mandate of the TTGAU

Tanzania Tree Growers Associations Union (TTGAU) is a central national body established in 2017 to address the social and economic interests of private commercial tree growers with the aim of enhancing inclusivity, competitiveness, and resilience of the sector. TTGAU is governed

by the board which is accountable to the general assembly (AGM). The executive committee oversees the day-to-day activities. The TTGAU has developed its own business plan and five-year strategic plan (2019-2023)

The Board and Executive Committee have delegated their roles to their secretariat which is undertaking the role of planning, coordination, and day to day implementation of budget and work plans. The EC and Board are led by the chairperson (who is an elected person). The General Manager is the Secretary to both EC and Board. TTGAU is a member of International Forest Family Alliance, Forest Working Group under the Tanzania National Business Council and Tree Improvement Research Working Group. TTGAU is partnering with private and public sector players. It is currently supported by the Ministry for Foreign Affairs of Finland (MFA) and We Effect/AgriCord.

TTGAU: represents the tree growers and takes care of their interest. The organisation works throughout the Southern Highlands, including locations where PFP 2 is working as well as locations outside PFP 2 intervention areas.

Common ground for the TTGAU and the PFP-2

The mandate and objective of both TTGAU and PFP-2 is to strengthening private small-scale tree growing. The local organisations into which the tree growers supported by the PFP-2 are organised, the TGAs, are members of the TTGAU. The geographical area for TTGAU and PFP-2 is overlapping, although obviously, the mandate for the TTGAU goes beyond the locations of the PFP-2 villages. A clearly articulated aim of the PFP-2 is to strengthen the tree growers' organisations, both the TGAs and the TTGAU. This includes improving their effectiveness, efficiency, and sustainability of service delivery to members by supporting the development of strong and responsible governance systems. TTGAU is identified as an organisation for service provision to PFP-2 in programme implementation.

To conclude on the common ground for the TTGAU and PFP-2:

- There are mutual interest and overlapping mandates when it comes to private small-scale tree growing.
- PFP-2 has a clearly articulated aim to strengthen tree growers' organisations, including the TTGAU.
- The TTGAU is one institution through which PFP-2 is planned to be implemented.

Consequently, there are clear synergies in working closely together and there is an obvious need to establish mechanisms for cooperation and clear roles.

Mechanisms for a functioning cooperation and information exchange

A concrete system for monthly information exchange between TTGAU and PFP-2 will be established. The system will include set schedules for meetings on Skype/Teams or physically in PFP-2 or TTGAU office. The meetings will be well planned for efficient and smooth information exchange and decision making and will include agreed upon agendas and material exchange in advance to the extent necessary for mutual benefits. The meetings will discuss on-going TTGAU PFP-2 Service Provider engagement, interventions with a mutual interest in the villages, as well as other issues as deemed necessary.

Mutual planning and information exchange will further be promoted through:

- PFP 2 inviting TTGAU to participate in its planning activities.
- PFP-2 seeking information and feedback from TTGAU on work plans as well as reports with regards to especially Component 1.
- TTGAU distributing relevant information on their annual work plans as well as annual reports to the PFP-2.

Based on, and in line with, the PFP-2 RBMF and AWP, annual performance-based service delivery contracts will be established between PFP-2 and TTGAU. In this contract the interventions, budget, responsibilities as well as expected delivery by TTGAU as Service Provider to PFP-2 will be outlined. The contract aims at both service delivery to the tree growers and their TGAs as well as improving the capacity of the TTGAU. It is envisaged that the scope

of these annual performance-based contracts will increase year by year as the capacity of the TTGAU to implement is developed. The engagement of TTGAU as a service provider will follow procurement rules. Therefore, procurement decisions will be made formally, documented, and including justifications for single sourcing.

Both parties commit to carrying out these mechanisms in the best of their ability. In this regard, the responsibilities of PFP-2 are to:

- Invite TTGAU to participate in its planning activities. Distribution of PFP-2 workplans and reports to TTGAU in manner that enables feedback and promotes awareness.
- On their part facilitate that the monthly meetings are implemented and seek to ensure that TTGAU is fully aware about progress in programme interventions, especially when it comes to Component 1.
- Seek to, whenever applicable, integrate TTGAU into programme interventions through the service delivery contracts or other mechanisms
- On their part, actively work towards the establishment and functioning of the service delivery contract.
- Carry out capacity building interventions towards TTGAU as agreed with TTGAU and within the framework of the RBMF and the AWP.

The TTGAU recognises the following responsibilities:

- Actively participate in PFP-2 planning activities and provide feedback on work plans and reports.
- On their part facilitate that the monthly meetings are implemented and seek to ensure that PFP-2 PMT is fully aware about TTGAU interventions, especially in overlapping geographical areas. Distribution of TTGAU workplans and reports to PFP-2.
- On their part, actively work towards the establishment and functioning of the service delivery contract including reporting in line with schedules set in the contract. Staged payments from PFP 2 to TTGAU will be dependent on verification and approval of said progress reports.

3. STAFF GUIDELINES

3.1 General

The staff of PFP 2 include international and national experts as well as support staff working directly for the programme or in FWITC. The employment contracts of staff define their major rules, duties, and rights. Because the PFP 2 is a development intervention between the GoF and GoT, client regulations will have an impact on staff contracts in addition to the guidelines presented below.

Staff should be aware that PFP 2 is a development cooperation programme and that employment will therefore be temporary and dictated by the programme cycle and approved budgets.

3.2 Anti-Corruption Culture

Corruption distorts economic growth and threatens democracy, the rule of law, and human rights. It is a concern for individuals, societies, the private sector, and international organisations.

PFP 2 has no tolerance for corruption. The MFA issued an anti-corruption handbook in 2015³ and established an anonymous whistle-blower service in 2014

(<https://vaarinkayttoilmoitus.fi/#/?lang=en>)

In addition to this whistle-blower service, staff may also contact the Prevention and Combating of Corruption Bureau (PCCB), at PO Box 4865, Urambo/Kalenga Street, Dar es Salaam (Phone +255 22 215 0043-6 Fax +255 22 215 0047).

The PMT is committed to creating and maintaining a working environment that supports all employees in achieving their best. It expects a high level of professional commitment and moral conduct from all employees and service providers:

- Punctuality and regularity: Each employee be in the office during office hours and must not be absent without prior approval.
- Discipline and obedience: Each employee must be disciplined and perform his/her duties with honesty and readiness.
- Non-partisan: The programme does not advocate or support party politics, religious ideologies, or violence. No employee shall, with the intention of satisfying his/her personal interests on matters relating to his/her service, exert or attempt to exert any political or other undue influence over any other employee. For this reason, no employee cannot be politically active during her/his employment period.
- Everybody is expected to work as a team member, adopt a spirit of cooperation, and behave cordially to towards other staff members, showing due respect to all without regard to their position.
- Physical violence, harassment, and sexual abuse is prohibited.
- Staff handling sensitive, personal, or confidential information in the course of their duties shall pay special attention to privacy and confidentiality. Confidential information shall never be exposed to outsiders or to other staff who do not have the authority to see it.
- The employee must preserve good reputation of the employer in the course of her/his conduct, both on and off the job.
- General conduct: In discharging duties in the office, the employee must treat all in a decent manner.

The employee must bear responsibilities which may arise according to the nature of his/her office and post and perform works in an impartial, fair, efficient, and prompt manner.

³

https://um.fi/documents/35732/48132/anti_corruption_handbook_for_development_practitioners

The employee is expected to conduct her/himself in a way, which shall not reflect adversely upon the other members of the employer's staff. The employee is obliged to observe the highest standards of honesty, integrity, and moral conduct in her/his official and personal behaviour and to act always in a way that reflects credit on both the employee and the employer. Amongst other important things, these points should be noted:

- For furthering a private interest, the employee may not, directly or indirectly, use or allow the use of, official information obtained through or in connection with her/his employment, which has not been made available to the general public.
- The employee may not express her/his personal view about the programme to the public media without prior approval of the management.
- The programme's property, such as telephones, multimedia devices, photocopy machines, computers, postage and other supplies and services, shall only be used for authorised purposes.

By accepting an appointment with the PFP 2, the staff member agrees to work in a responsible, disciplined, harmonious and productive way, and to follow the rules and regulations as stated in this manual. The Code of Conduct (see Annex 13) sets the general framework.

Any act of misconduct shall result in disciplinary action. The CTA and Human Resources firm shall decide upon disciplinary action depending upon how the misconduct is classified

Categories of misconduct:

- Failure to carry out duties as listed in the job description and as agreed in detail in the contract.
- Breaking the prevailing rules of the PFP.
- Absence from duty without showing cause and lack of punctuality regarding official working hours.
- Misuse/abuse of PFP funds.
- Avoiding or violating administrative rules and procedures.
- Providing confidential information that should not be disclosed to any person, agency, or group without the written permission of CTA.
- Misuse or intentional damage of a PFP vehicle or any other PFP property.
- Physical violence and any kind of discrimination, including social or gender-based discrimination.
- Sexual abuse or sexual harassment.
- Criminal conviction.
- Any action (including e.g. excessive use of alcohol or intoxicated behaviour) which may result in or create a situation detrimental to the PFP's work or reputation, outside or inside one's place of work.
- Direct involvement in political activities during working days and/or official field trips.
- Bringing the PFP into disrepute.

The CTA and Human Resources firm may decide, depending on the seriousness of the misconduct, to have an informal discussion and provide guidance to the concerned personnel, or to take formal action. She/he shall immediately inform the Home Office about any formal action taken.

Formal action for the above matters is taken in writing. The first warning letter will be issued to request an improvement in behaviour within a specified time period. Should further misconduct occur, a second warning letter will be issued. It, too, will specify a time for improvement.

If the nature, habits and behaviour of the employee or consultant remain unchanged or do not improve even after the above two periods, the PFP will dismiss the offending employee or consultant.

Warning letters are issued by the CTA and copied to the FAM for filing in the personnel file. The staff shall have the right to reply and/or provide an explanation to the CTA within 7 days. Only the CTA can issue a dismissal letter.

If the CTA engages in misconduct or underperforms, an Indufor Oy representative will take the necessary measures based on the provision of formal communication to the HOC and following the procedures established in the contract between Indufor and MFA.

It is also possible to report misconduct and the misuse of project funds online at

3.3 Human Rights-Based Approach in PFP 2

The programme will develop an internal HRBA culture which will involve overseeing the application of the HRBA to internal programme management actions (the inward focus) as well as to the global political, social, and economic dynamics within which rights problems are nested (the outward focus).

The socio-economist will support the CTA in ensuring that internal personnel management and decision-making procedures are non-discriminatory, non-exclusionary, transparent, and accountable, especially for field offices. Creating workplaces where all people--foreigners and Tanzanian staff of all backgrounds--can speak freely and equally; where doubts and criticisms, including about the human rights aspects of the work, can be voiced before or during programme implementation; and where "doublespeak" does not reign.

The PMT will safeguard an absolute requirement of participation and transparency, whose suspension, abrogation, or limitation will be allowable only in the most extreme of circumstances.

The socio-economist will support the CTA in establishing a code-of-conduct for programme staff and service providers according to the best available international standards during the inception phase.

3.4 Recruitment Procedures

3.4.1 The CTA, International Production and Processing Expert, and National Financial and Procurement Expert

The CTA, International Forest Products and Processing Expert, and NFPE were selected as a part of the tendering process for PFP 2. Hence, it is assumed that there is no need for further recruitment to fill these positions. If an unforeseen need for recruitment rises, the process for recruitment will be as outlined below.

International experts are competitively recruited and remunerated by Indufor. The recruitment process goes as follows:

- a) At least three candidates for a position are identified by Indufor in cooperation with NIRAS Finland. Their CVs are sent to MFA Finland.
- b) MFA Finland and MNRT Tanzania review the CVs, select the candidates to be interviewed and inform the PMT and Indufor HO.
- c) PMT and Indufor HO carry out the necessary preparations for the interviews, including scheduling and equipment.
- d) MFA Finland and MNRT Tanzania carry out the interviews either jointly or separately. The candidates are ranked based on the interviews and their CVs. The highest-scoring candidate is selected for the position. PMT and Indufor HO are informed about the selection.
- e) Indufor HO informs all candidates about the results and enters a contract with the selected candidate.

3.4.2 National Experts and Support Staff

The process of recruiting National and Support Staff is outlined in a Table 3.1.

Table 3.1 National Experts and Support Staff Recruitment Process

Process description	Responsibility
1) Preparation of Terms of Reference (TORs)	PMT with support from HO
2) Submission of TORs to PSC for approval.	PMT
3) Identification of candidates	PMT and NIRAS Tanzania through networks and newspaper advert. HO to support the process

Process description	Responsibility
4) Evaluation of candidates	<ul style="list-style-type: none"> • NIRAS Tanzania and PMT carry out the evaluation. • Support from HO if deemed necessary
5) Submission of results from evaluation to PSC for no-objection	PMT provides PSC with selection of candidates and their recommended/chosen candidate
6) Contracting of National Experts and Support staff	NIRAS Tanzania

3.4.3 Short-Term Experts

Short-term experts may be national or international. The process for recruiting short-term experts is outlined below. In addition, short-term expertise may also be utilised through the operational budget in form of service provider arrangements. The process for recruiting service providers is outlined in Chapter 7.

The framework for utilising short-term experts is as follows:

- The PD, which outlines the number of months and budgets for short-term experts, is the main basis for recruitment.
- The annual work planning process, where the need for STCs and/or expertise through service-provider arrangements is identified and incorporated in the annual work plan and budget, is consulted.
- Although annual work plan is the first and foremost process for identifying and planning for STCs, the PFP 2 is applying a process approach and hence realises the need for flexibility. Therefore, exceptions may be made and additional STC⁴ or other expert may be recruited during the implementation of the AWP.
- If the need for STC and/or expertise through service provider arrangements is identified outside what is detailed in the AWP, approval must be sought from the PSC. Such approval shall always be clearly confirmed in writing.

The Recruitment Process

The process for recruitment of short-term experts is outlined in the Table 3.2.

Table 3.2 Short Term Expert Recruitment Process

Process description	Responsibility
1. Preparation of Terms of Reference (TORs)	PMT with support from HO and QAT
2. Submission of TORs to PSC for approval.	PMT
3. Identification of candidates ⁵	International STC: HO with support from NIRAS Finland
	National STC: PMT and NIRAS Tanzania through networks and news-paper advert. HO to support the process

⁴ I.e. STCs or experts that are not identified and listed in the AWP.

⁵ Under special circumstances only one candidate may be presented (i.e. single sourcing). Such circumstances include repeat assignments or assignments where there are only one potential expert and this can be clearly justified

Process description	Responsibility
4. Evaluation of candidates	International STC: <ul style="list-style-type: none"> HO carry out a first screening and chose the 3 best ones (if there are more than 3 potential candidates). There may be also less than 3 chosen, if 1 – 2 candidates are clearly outstanding. HO submits the candidates to PMT HO and PMT together identify the preferred candidates
	National STC: <ul style="list-style-type: none"> NIRAS Tanzania and PMT carry out the evaluation. Support from HO if deemed necessary
5. Submission of results from evaluation to PSC for no-objection	PMT provides the PSC with selection of candidates and recommends one
6. Contracting of STC	International STC: Indufor
	National STC: NIRAS Tanzania

Terms of Reference Outline

The ToRs for STCs are prepared by the PMT with support from the HO and QAT.

The terms of reference will include the following headings:

- a) Background
- b) Objectives and expected Outputs
- c) Mode of Work and Tasks
- d) Requirements
- e) Duration and reporting
- f) The budget

Implementation of a Short-Term assignment

A well-planned and -executed short-term assignment is characterised by proper planning and by support, guidance and monitoring during its execution. Proper planning includes an adequate TOR and proper identification and contracting of a qualified expert. Proper guidance during execution includes the following:

- a) In the beginning of the assignment, the consultant prepares a work plan, time schedule, methodology, logistics and resources. This is reviewed by the PMT and approved.
- b) The PMT assigns key staff to work with the consultant and provides necessary resources and logistics.
- c) The PMT prepares a monitoring framework to ensure that it gets continuous updates on the progress of the assignment.
- d) A wrap-up meeting is held toward the end of the assignment. Preferably, a complete draft report is circulated 2-3 days prior to meeting to the invited participants or a short report on key findings and recommendations. Note that not all consultancies require a wrap-up meeting.
- e) The PMT provides comments that are incorporated into the report.
- f) The final report is handed over within the agreed period to the PFP 2's PMT.
- g) The report as approved by the PMT is handed over to the PSC for information

3.4.4 Interns

PFP 2 internship arrangement will follow the Tanzania national internship guidelines⁶. An intern will be a Tanzania national aged 18 to 35 who has graduated from accredited training institution and who has difficulties in transitioning to full-time employment. Primary beneficiaries of internship will be forestry and wood industry students. Other students might benefit from the programme depending on need. Internship will be open for every graduate irrespective of gender, race, ethnicity, and disability.

The duration for internship will be between 3 to 6 months. At the end of internship, programme will provide an intern with a certificate specifying that intern has completed the internship programme. All internship positions will be advertised in the programme website. The recruitment process is outlined in Table 3.3.

Intern Work Condition

- Intern will work 9 hours per day and 45 hours a week.
- Intern will work according to PIM.
- Intern will sign the timesheet as basis for receiving a monthly allowance.
- The PMT will assign key staff to work with intern and provide necessary technical guidance resource and logistics.
- The programme will enrol the intern into medical scheme to cover for insurance needs.

Table 3.3 Intern Recruitment Process

Process description	Responsibility
1. Preparation of Terms of Reference (TORs) and submission to CTA for approval.	PMT and FICC
2. Review and approval	CTA
3. Identification of candidates (Open advertising including on programme website)	NFPE and PMT

⁶ National Internship Guideline: Enhancing Employability in Tanzania (2017), Prime Minister's Office: Labour, Youth, Employment and Person with Disability

Process description	Responsibility
4. Evaluation of candidates	NFPE and PMT
5. Contracting the Intern	NFPE for preparing the contract and regulatory compliance CTA for contract signing.

3.5 Time Recording

Timesheets are important documents of accountability that all staff are required to complete accurately as a basis for receiving payment for their services. Presenting false or untrue information on a timesheet is a serious disciplinary issue that can result in contract termination and other legal proceedings. Time recording is a requirement of the MFA as well as Indufor and NIRAS Tanzania.

The PFP 2 timesheet template is in the form of an Excel worksheet and can be acquired from the NFPE or the Database and IT Management Officer. An example of the timesheet is presented in Annex 13. Staff should tick each day all days of the month.

Staff members submit filled-in and signed printouts of their monthly timesheets to their immediate supervisors for endorsement and forwarding to the CTA for approval no later than the first day of the following month. In the CTA's absence, the NFPE can approve properly completed, signed and endorsed timesheets. The HO endorses and approves the CTA's timesheet. The timesheets are sent by the FM to Indufor (International Experts and National TA-experts) and NIRAS Tanzania (All National Experts) no later than the 4th day of the following month. This deadline is very important in order for the HO to manage the international staff salary payments in time

The Excel timesheet contains sheets for the months January to December, one for each month. Saturdays and Sundays are colored grey.

Staff members should ensure that the total days they mark on the form is the same as the total number of days in the month (excluding, perhaps, the starting and ending working months, which may be shorter) before submitting their timesheets for approval.

The summary sheet provides data for the timesheets of each month. Start using your timesheet by filling here your name and position. These will be copied automatically to the monthly sheets.

In exceptional cases, long-term personnel may be required to work on weekends. They will not be paid for such overtime but instead will be entitled to take an equivalent number of days off. This compensation must be agreed with the CTA and should be taken within three months of the time it accrues.

TA-Experts⁷ funded through the PFP 2 fee budget are required to work an average of 220.5 days per year. For the TA-experts, this is monitored by the Indufor HO and for all national staff (TA, support, operational) by NIRAS Tanzania.

Short-term experts will also fill in timesheets. Normally short-term experts work five days per week. If the assignment requires a six-day week, and that extension is approved by the CTA, the short-term experts may work an extra day each week.

How to Fill in a Timesheet

Timesheet for experts has five columns for days. These days include both working and non-working days:

⁷ CTA, National Socio-economist, National Forestry expert, National Land-use planning expert, The National Financial and Procurement Expert, TGA Apex body manager

- **Column 1: Working days /DW).** Working days are days that are claimable from the MFA.
- **Column 2: Non-working days (WE/NH).** Non-working days are days that cannot be claimed from the MFA. They normally comprise weekends and national holidays. The national holidays celebrated in Tanzania will be as decided and announced by the Chief Finance and Administration Officer every year.
- **Column 3: Leave days.** Leaves are contract-based holidays and, as such, are not claimable from the MFA. Leave days have to be requested in advance from the CTA by submitting a leave-request form. This form can be submitted by email and does not need to be signed. .
- **Column 4: Other absences.** This column is for sick and compensation days , or other days which are not claimable from the MFA. All the Tanzania employment contracts however have a clause providing paid sick leave of six months or up to the end of the contracted period if this is shorter.
- **Column 5: Travel.** Staff members should mark on “X” in the Travel column if they believe they are entitled to a daily allowance. DSA is calculated by the number of nights spent outside one’s duty station during duty travel. No calculations based on hours are in use.
- A staff member who is duty travel during a weekend or other day off (except leaves) is entitled to DSA provided that his or her duty travel continues after the weekend (or other day off).

Staff should claim DSA and other travel expenditures separately using the expense reimbursement claim form

Other columns to be filled

Three other columns to be filled in the timesheet are “Place of performance” and “Remarks”.

In place of performance, you should indicate where you have been in that particular day. This concerns only working days.

Programme staff should give a short comment of what they have done in a particular day in the “Remarks” column.

The page “timesheet model” in the timesheet Excel file provides an example of the above process for experts.

3.6 Leave

Leave entitlements are specified in individual contracts and monitored by the Human Resources Management firm⁸. All leave must be requested and approved beforehand. The planned leave of both experts and support staff must always be approved in advance by the CTA. The CTA himself needs to obtain approval from both the CAs and Indufor Oy before taking leave. NFPE receives leave applications using the standard template (Annex 8) and checks remaining leave entitlements before presenting the request to the CTA for final approval.

Annual leave is time-bound and must be used in a timely manner. It cannot be accumulated over the years. Any negative leave balance will be accounted during the final financial settlement. If there is a negative leave (or any other balance concerning working days) balance at the end of the contract and the contract is not continued (i.e. an employee leaves the programme), it will be deducted from the final month's salary. Staff should, generally, use their annual leave for personal recreation. The leave of all staff starts from their respective duty stations and so includes travel days. The employer has the right to insist that leave is taken

⁸ Niras Tanzania

Sick Leave

Tanzanian employees are entitled to sick leave for at least 126 days in any leave cycle⁹. Sick leave shall be calculated as follows:

- The first 63 days shall be paid full wages;
- The second 63 days shall be paid half wages.

An employer shall not be required to pay an employee for sick leave under these two conditions:

- The employee fails to produce a medical certificate¹⁰; or
- The employee is entitled to paid sick leave under any law, fund or collective agreement

3.7 Travel Regulations

3.7.1 Travel Authorisation

Duty travel is travel related to the implementation of one's duties outside one's permanent workplace in the programme. Note that commuting to and from work from one's home does not constitute duty travel and that the MFA will not compensate any expenses related to commuting.

A travel authorisation format shall be filled before any duty travel a staff member undertakes (ANNEX 7). All duty travel must be approved by the CTA in advance.

With regard to international long-term staff members, the following provisions apply:

- Leave authorisation as well as travel outside Tanzania shall be authorised by the Indufor HO coordinator.
- The last home leave must be taken no later than three months prior to the end of the assignment.

3.7.2 Travel Claims

Per Diem, Travel and Accommodation

Travel expenses, including hotel and accommodation expenses in the districts and regions of Tanzania, must be reasonable by local standards. According to MFA guidelines the DSA for the year 2021 is Euro 47.00 per night spent outside home base. STCs can charge the full amount, while long-term staff charge 50% (i.e. 23.5 Euro per night). The rate is adjusted annually by the MFA.

According to MFA Standard Terms, the following expenses will be reimbursed during duty travelling:

- Travel expenses, including hotel expenses, in accordance with "Travelling Regulations." Accommodation, especially in the districts, must be reasonable by local standards.
- All journeys will be made using the most economical and reasonable routes and means of transport. Reimbursement for plane tickets is for reasonably priced economy-class tickets.
- Claims can be converted into Tanzanian shillings by using a currency converter like www.oanda.com A receipt showing the exchange rate should be attached to support the claim.
- Using a personal car for programme work may be approved in exceptional cases but such an arrangement must be preapproved by the CTA.

International Travel

The following expenditures can be reimbursed:

⁹ According to Tanzanian Employment and Labour Relations Act 2014

¹⁰ A certificate issued by a registered medical practitioner or any other medical practitioner accepted by the employer. Acceptance may not be unreasonably withheld.

- Travel expenses in accordance with “Travelling Regulations.” Staff members are reimbursed for reasonable travel expenses using the most economical route and means of transport available for the journey between the home and partner country and on-duty travel to third countries. Reimbursement is for reasonably priced economy-class tickets.
- Hotel expenses in accordance with “Travelling Regulations”
- Airport taxes
- Visa and passport charges, unless paid by the partner country
- Taxi fares to and from air-bus terminals or airports
- Travel to the locality of the airport using the most economical route and means of transport
- DSA is provided in accordance with “Travelling Regulations” to those with assignments lasting less than six months in Tanzania. Travel to third countries is reimbursed according to the time spent travelling.
- Long- and short-term (less than six months) international experts are paid a maximum of one day’s fee and allowance for international travel to their duty station at the beginning and end of their assignment. Short-term experts will be paid a DSA for every day they are present in a partner or other implementation country.

Travel Claims and Travel Reports

After duty travel, a travel claim shall be prepared immediately and submitted to the NFPE no later than one week after the duty travel. The expense reimbursement claim form is appended in Annex 10. The travel claim shall be attached with all original receipts, such as hotel bills, bus tickets, fuel receipts, used (or unused) ticket stubs (including boarding passes) from air tickets, excess luggage coupons, and the like.

A written back-to-office report using the standard template (Annex 17) must be provided to both the CTA and the DITSO on return from each field visit. Alternatively, when a visit is made to attend a meeting, the minutes of that meeting can be submitted using the standard meeting minutes template. Both reports and minutes are important accountable and reference documents and should be archived as both a soft copy on the programme server and as a hard copy with the Office Coordinator. The DITSO is responsible for keeping databases, including of back-to-office reports and meeting minutes, up-to-date and accessible to all.

3.8 Health and Safety

3.8.1 General

Health and safety are the main responsibility of all staff and service providers.

Staff, interns, and service providers are responsible for their own health and safety, as well as that of their colleagues.

The NFPE is responsible for overseeing the day-to-day implementation of programme safety and health requirements and for ensuring full programme compliance with Occupational Safety and Health Authority (OSHA) regulations and guidance.

Major concerns relating to health and safety revolve around use of vehicles, use of power tools in forestry and wood industries, COVID-19 and HIV.

Specialist training relating to each of these four issues is to be provided to programme staff, trainees, and service providers and the NFPE as OSHA officer is to assume responsibility for both personal and group protective equipment.

Incident reports are to be prepared and submitted to the CTA, NFPE and Monitoring and Evaluation Officer immediately after each incident. Employers will be notified, and the programme will act in a responsible manner to ensure that appropriate care is given.

It is the responsibility of Indufor and NIRAS to ensure that all employees and subcontracts have up to date appropriate health care and social security provisions including emergency evacuation provisions

3.8.2 Safety and Health Standard Operating Procedures Relating to Use of Vehicles

Drivers are responsible for the safety and health of themselves and their passengers.

A survey of extension officer safety and health concerns revealed that motorcycle accidents were their main concern, while a similar assessment of drivers showed that night driving and protracted driving periods were their main concerns.

Motor vehicle accident-related risks can be managed through programme-level planning, selection of appropriate vehicles and safety equipment, training, trip planning, and strict observance and enforcement of standard operating procedures (SOPs).

The general health and eyesight of drivers and those who are assigned motorbikes is to be checked at least annually, and whenever there may be specific cause for concern.

If drivers have any health or fitness-to-drive concerns, they are to be reported and dealt with promptly. Drivers must not drive if they have any concern about their fitness to drive.

Motorcycle and car drivers may not drive while under the influence of alcohol, drugs, or medicine that might impair their judgment.

Driving while tired is extremely dangerous and drivers must take responsibility to refuse to drive if they are feeling tired, sleepy, or otherwise unwell. Road journeys should be planned so that drivers do not have to drive more than eight hours a day. In no case should a driver drive more than 10 hours in a day. Drivers are required to take a 15-minute break after every two hours of driving. When driving conditions change, such as when moving from rough roads to tarmac surfaces, drivers should take a break.

Drivers should avoid driving at night, particularly when road conditions are poor. Drivers should not drive between 2 a.m. and 6 a.m.

Drivers must be allocated to passengers based on their ability to communicate fluently with each other.

Car drivers must insist that seat belts are used at all times and refuse to drive until all passengers are wearing them. Car drivers may not accept more passengers than can be allocated safety belts.

Daily and periodic vehicle checking regimes must be designed and enforced.

Servicing regimes must be followed, and vehicles must always be maintained in safe working condition.

Tires, windscreen wipers and windscreen wash must be inspected regularly and replaced as necessary.

Motorcycle drivers are to be trained to use their motorbikes in off-road conditions.

Motorcycle drivers are to be provided with the following equipment, all of which must be used and maintained in good condition and repaired or replaced promptly when no longer fit-for-purpose. They must have a motorcycle helmet with chin protection and a clear visor. They must have strong gloves that will provide hand protection in a fall. They must have strong boots to provide foot and ankle protection. They must have a jacket to provide upper body protection in the event of a fall. They must have a first aid kit with large wound dressings, antiseptics, painkillers, and rehydration salts. They must have a working mobile phone that is ready for use in emergencies. They must have a functional solar system to keep their equipment charged. They must have a strong lockable metal box to keep their equipment safe. They must have a strong and lockable security chain to keep the motorcycle safe,

Car drivers must be provided with hands-free telephone equipment and must not use hand-held mobile phones while driving. Vehicles that are used in extreme off-road conditions must be equipped with an extra spare wheel, heavy-duty jack, hand winch, and hand tools for digging a vehicle out if it gets stuck. Car drivers should have tough, high-visibility jackets and strong boots. All drivers should have torches and comprehensive vehicle tool kits.

Fully stocked first aid kits will be made available in all vehicles and to all users of motor bikes.

3.8.3 Use of power tools

PFP 2 actively supports the introduction of power tools to improve productivity and inclusiveness where this makes business sense. Many of these tools can however be very dangerous if they are used by unskilled persons.

PFP 2 will therefore only promote power tools in synchronicity with provision of appropriate training.

PFP 2 will also make sure that personal protective equipment is specified, made available and used.

In addition, PFP 2 will make sure that first aid kits are present at all work and training sites where power tools are used and that they are equipped to deal with the sorts of accidents that might occur such as with large wound dressings.

Power tools that are not in use will be locked away and workshops will be locked so as to prevent accidents.

3.8.4 Corona Virus¹¹

At the time of writing, the 2019–20 coronavirus pandemic is an ongoing pandemic of coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The outbreak was first identified in Wuhan, China, in December 2019. The World Health Organization declared the outbreak to be a Public Health Emergency of International Concern on 30 January 2020, and recognized it as a pandemic on 11 March, 2020. As of 20 April 2020, more than 2.41 million cases of COVID-19 and more than 165,000 deaths due to the disease have been reported in 185 countries and territories. More than 632,000 people have recovered, although there may be a possibility of relapse or re-infection.

The virus is primarily spread between people during close contact, often via small droplets produced by coughing, sneezing, or talking. While these droplets are produced when breathing out, they usually fall to the ground or onto surfaces rather than remain in the air over long distances. People may also become infected by touching a contaminated surface and then touching their eyes, nose, or mouth. The virus can survive on surfaces for up to 72 hours. It is most contagious during the first three days after the onset of symptoms, although it may also spread before symptoms appear and in later stages of the disease. Common symptoms include fever, cough, and shortness of breath. Complications may include pneumonia and acute respiratory distress syndrome. The time from exposure to onset of symptoms is typically around five days but may range from two to fourteen days. There is no known vaccine or specific antiviral treatment. Primary treatment is symptomatic and supportive therapy.

Recommended preventive measures include handwashing, covering one's mouth when coughing, maintaining distance from other people, and monitoring and self-isolation by people who suspect they are infected. Authorities worldwide have responded by implementing travel restrictions, quarantines, curfews and stay-at-home orders, workplace hazard controls, and facility closures. Many regions have also worked to increase testing capacity and trace the contacts of infected persons.

The pandemic has led to severe global socioeconomic disruption; the postponement or cancellation of sporting, religious, political and cultural events; and widespread shortages of supplies exacerbated by panic buying. The pandemic has led to one of the largest global recessions in history, with more than one-third of the global population being in lockdown. Schools, universities, and colleges have closed either on a nationwide or local basis in 197 countries, affecting approximately 99.9 per cent of the world's student population. Misinformation about the virus has spread online, and there have been incidents of xenophobia and discrimination against Chinese people and those perceived as being Chinese or from areas with high infection rates. As travel has declined and heavy industries closed, air pollution and carbon emissions have declined.

PFP 2 COVID-19 strategy is built on the four pillars of distance, masks, screening and hygiene and each of these pillars requires support

Distancing:

¹¹ Covid-19 as described in this chapter is with regards to the situation 2019/20. Obviously, the status of the virus is dynamic and will hence change over time.

- Staff should work at home (or remote from busy offices), wherever possible.
 - A minimum social distance of 3 m between people should be maintained.
 - Events bringing 10 or more people together should not be organised or attended. (This means a temporary end to group training events and participatory processes, and a shift in focus to technical, solitary duties).
 - E-conferencing will be introduced to substitute for some meetings and events.
- Masks**
- Face masks should be worn during meetings and whenever it is not possible to maintain social distance.
 - Face masks will be procured by the programme and made available to staff, students and visitors. Sufficient stocks will be retained to allow for replacement every day and when damaged.
- Screening**
- If someone becomes unwell in the workplace with a continuous cough or a high temperature, he or she should be sent home and advised to follow current coronavirus medical and restriction advice for at least 14 days before returning to work.
 - If symptoms are minor such as just a mild cold or flu symptoms the person will be sent home until fully recovered.
 - COVID-19 testing kits will be made available when this becomes practical.
- Hygiene**
- Employees, students and visitors will be required to wash their hands frequently for 20 seconds and to cough and sneeze in tissues or the crooks of their arms.
 - Objects and surfaces in PFP offices, FWITC and all vehicles that are touched regularly will be cleaned and disinfected regularly and before and after each use using standard cleaning products.
 - Electronic hand dryers will be installed to avoid use of hand towels and accumulation of possibly hazardous paper towel waste.
 - Use of cramped, non-hygienic public transport should be avoided.
 - Use of hotels that do not maintain above hygiene standards will not be allowed
 - In addition, any new GoT regulations relating to protecting people from the corona virus will be complied with, and any travel advisory messages from the home countries of expatriates will be respected.

3.8.5 Management of HIV and AIDS in the workplace

AIDs and HIV have been present in the programme area for decades and it is reasonable to assume that both this virus and disease are present among programme staff, service providers, trainees, and beneficiaries. In fact, this disease is a major contributor to the impoverishment that the programme seeks to address.

Whilst other organizations are more active and specialist in this area PFP2 will ensure that all staff, service providers, trainees and other beneficiaries are made aware of the disease and how to prevent it.

As the virus is spread through body fluids condoms will be made freely available and first aid kits will be equipped to enable first aid provision to HIV positive recipients and from HIV positive care givers. Latex gloves will be available in all vehicles and offices and wherever machinery is used

No employee should suffer adverse consequences, whether termination on misconduct or denial of appropriate alternative employment opportunities, merely on the basis of HIV infection, except where the condition of one's health prevents him/her from effectively conducting their work. An HIV positive long term contract employee shall have the right to remain in his/her current position for the duration of their contract as long as he/she is physically and mentally able to perform his/her duties. In case of separation/termination, normal provisions under Policy 1 shall apply.

Testing

PFP 2 shall not require HIV testing as a prerequisite for recruitment, access to training or promotion. However, PFP 2 encourages access to voluntary confidential testing with counselling for all employees.

Confidentiality

PFP 2 recognizes the sensitive issues that surround HIV and AIDS, therefore, undertakes to handle matters in a discreet and private manner. Where an employee with HIV has revealed his/her status to management, PFP 2 shall keep the identity of the person and his/her status confidential. However, in line with PFP 2's philosophy of openness, employees shall be encouraged to be open about and discuss their HIV status.

Awareness and education

In the absence of a vaccine or cure, information and education are even more vital components of an HIV-prevention programme, because the spread of the virus can be limited by informed and responsible behavior. PFP 2 shall arrange HIV education for all employees from time to time, and encourage open information exchange about prevention, safe sex, treatment and care. Employees shall be informed about HIV and AIDS, and how to protect themselves and others against infection. Activities shall take into account the different needs of male and female employees.

Management response to HIV and AIDS Health issues

Management may require visibly ill employees to undergo a medical examination. This assessment shall determine if the employee can continue with their current tasks despite deteriorating health. This examination may also determine if the employee has any communicable disease (i.e., TB) that may endanger co-workers. The exam shall not test for HIV or AIDS. The exam shall result in one of the following actions:

- If the medical practitioner's recommendation is that the employee is able to continue in his/her current position and there is no danger to co-workers, the employee can return to his/her position immediately.
- If the medical practitioner's recommendation is that the employee can work full time but needs lighter duties, the employee shall be re-assigned to lighter duties to the maximum extent possible, for a set period of days, consistent with Policies herein. There shall be no decrease in salary during the period of re-assignment.
- If the medical practitioners recommends that the employee take sick leave the employee shall be required to take the recommended leave, consistent with Human Resources Management Firm Policies.

PFP 2 promotes the use of Antiretroviral Therapy (ART) and encourages employees infected with the HIV to be treated with ARV's. In its negotiations with health insurance providers, PFP 2 shall advocate for coverage of treatment of HIV infection, including provision of anti-retroviral drugs (ARVs), to be included in the package offered to employees.

Condoms

Condoms shall always be made available free of charge to employees by being placed in discreet but easy to access locations. Periodic sessions on correct use of condoms and negotiation techniques shall be held with employees as needed.

4. INFORMATION AND COMMUNICATION

4.1 General Principles of Communication and Information-Sharing

All communication that promotes development, increases knowledge and learning, and promotes the work of PFP 2 is encouraged. Consensus and communication are the foundation for good teamwork in PFP 2.

A communication and information strategy will be developed by PFP 2 to provide a framework for communication. The purpose of the strategy is as follows:

- a) Enable the smooth collection, management, and exchange of information (external and internal)
- b) Ensure that vital information which assists in developing agribusiness and learning is shared with a variety of different stakeholders
- c) Enhance advocacy for and ownership of PFP 2
- d) Enhance participation of all stakeholders
- e) Ensure the systematization and dissemination of relevant technical data, lessons learned and best practices.

The main line of communication with PFP 2 is through the CTA, and this is the first and foremost mode of programme communication at senior level. The programme does however seek to be as open and transparent as possible and so welcomes communication relating to non-sensitive information sharing and local logistics with senior staff (PMT members and Cluster Coordinators) and stakeholders. Communication relating to programme level decisions or other issues that might be considered sensitive for any reason should be directly with the CTA. At times when the CTA is not available and rapid decisions are needed communications on finance and administration can be routed to the NFPE whilst technical implementation issues should be communicated with the M&E expert. Since the CTA is heading the PMT responsible for day-to-day management of the programme, the CTA need to be aware and informed about programme communication carried out by senior staff. All communication shall obviously be in line with decisions in the PMT on day-to-day management.

4.2 PFP 2 Internal Communication

It is important to have a clear understanding of proper communication channels within the PFP 2 team, with the HO, Human Resources Management firm, and the client (the Embassy and the MFA.) It is important to distinguish between information that is internal and information that is external (official).

4.2.1 PMT and cluster coordinator meetings

Open and smooth information exchange shall be promoted within the Programme. Monthly e-meetings of cluster coordinators, the FWITC manager, PMT members, Human Resources Management firm, and the TTGAU manager will be convened. The monthly e-meetings will be a main source of communication within the programme. The purpose of these meetings will be to inform and be informed, coordinate work, forecast forthcoming activities and events, and give colleagues support in implementing work.

One of the major challenges that the programme will face will be to avoid becoming too top-down in its approach. To succeed, the programme needs to clearly hear the voices of smallholders and SME and respond to the voices. It also must be accountable for responding appropriately. Ensuring such engagement will be partly achieved by placing more emphasis on participatory processes, but this alone is not enough. All staff, including senior staff, and service providers need to maintain direct communication with smallholders and SMEs, listen to their issues, and make sure that they are heard and taken account of in PMT and cluster coordinator meetings.

A typical agenda for a PMT and cluster coordinator meeting will be as follows:

1. Review agenda items circulated by the Chief Finance and Administration Adviser.
2. List any additional agenda points for discussion.
3. Review of the minutes of the last meeting and follow-up on decisions made
4. Information sharing (5 minutes maximum) from each PMT member and cluster coordinator.

5. Compilation of the minutes of the meeting by the Chief Finance and Administration Adviser and circulation among the participants.
6. Archival of the minutes on the NAS

In between the e-meetings, PMT members are to ensure that all relevant information for efficient implementation of the programme is passed to all concerned.

The CTA is responsible for disseminating important information to the PMT, Human Resources Management firm, and staff.

4.2.2 Staff Meetings

Meetings of all staff will be convened on an as needed basis to discuss issues of common concern. The number of staff meetings in a month will be determined by CTA from time to time.

4.2.3 Other Internal Communication Mechanisms

Informal meetings and discussions will be the most important means of communication and the programme will work to create an environment for open communication that deals with genuine and important issues.

4.2.4 Quarterly meetings

One-week quarterly meetings involving PFP 2 staff, Local Government representatives, TTGAU, and others will be convened to finalise quarterly, biannual and annual progress reports and plan the following quarter. The meetings will normally be convened in one of the clusters and field days will be hosted to spread awareness of programme interventions.

4.3 Communication with Indufor Home Office and the Client

4.3.1 Communication PFP 2 – Indufor Home Office

Programme-related communication between the PFP 2 and the Indufor HO is mainly through the CTA. The day-to-day communication between the programme and HO takes place mainly through the CTA and the HOC/Programme Administrator of Indufor. In addition to communication by email, it is recommended that the CTA and the HOC hold bi-weekly Skype meetings.

In all communication to PFP 2, the HO shall include the HOC and CC the message to the CTA. All communication regarding PFP 2's financial administration (accounting, invoicing, budget etc.) is to the CTA and is copied to the NFPE, and the HOC.

The CTA plans and requests specific support and backstopping from the HO monthly (at the beginning of every month). In addition, normal daily and weekly support is provided by the HO based on regular communication.

All work plans, progress reports, consultancy, and other reports as well as minutes from PSC and SVB meetings are sent from the Programme to the HO. Material for the PSC and SVB meetings is sent to the HO in advance for comment and the final documents are sent to the HO at the same time as to participants in the meetings.

4.3.2 Communication with the Clients (GoF and GoT)

The GoF is represented by the Finnish Embassy in Dar es Salaam and the MFA in Helsinki. Open regular communication is promoted between the PFP 2 and the Finnish Embassy. As a principle, the CTA communicates with the Finnish Embassy on behalf of the Programme. If other PMT members communicate with the Embassy, they must discuss the communication with the CTA prior to communicating.

For smooth execution of PSC and SVB meetings, the CTA aims to discuss relevant matters with relevant personnel in MNRT and the Embassy in advance. Final material for PSC meetings will be delivered to the members 2 weeks prior to the meetings.

The HO communicates with MFA in Finland on matters related to the Programme. The HO also sends steering committee meeting materials to the MFA upon receiving from them the Programme.

4.4 Communication with Stakeholders

A communication and information strategy will be developed in PFP 2 to provide a framework for communication with stakeholders.

4.5 Memorandums of Understanding (MoU)

A **memorandum of understanding (MoU)** is type of agreement between two or more parties, which details the responsibilities and mutual expectations of two or more parties in relation to achieving a common goal. It expresses a convergence of will between the parties, indicating an intended common line of action. Hence, although not a legally enforceable contract, it can be used to hold parties accountable to commitments agreed upon and assigned and therefore it is a more formal alternative to a gentlemen's agreement. The PFP as a programme, can enter into a MoU signed by the CTA, after consulting the PSC.

The non-binding nature of a MoU means that it is generally a simpler and more flexible document than a contract and is usually easier to understand. It is important that the MoU is carefully reviewed, understood, and agreed upon by all parties involved. It is necessary for contributing parties to sign and date the MoU document.

A MoU is often created as a first step on the path towards a formal and legally binding contract. The content of an initial MoU can be used to inform contract development. Evaluating what was achieved against what was outlined in a MoU is an effective way to evaluate the success a planned activity.

A MOU must (a) identify the signatory parties (b) spell out the subject matter of the agreement and its objectives (c) summarize the essential terms of the agreement, and (d) must be signed by the parties.

5. PROGRAMME PLANNING AND REPORTING

The overarching principle is that planning and reporting in PFP 2 are tools that facilitate the successful implementation of the programme at the same time as satisfying the requirements of the clients. For this reason, procedures are kept at a level where they serve that purpose and do not becoming a bureaucratic burden impeding programme implementation.

5.1 Programme Planning

The operational planning of PFP 2 takes the form of the following plans

- AWP's and budgets that are endorsed by the PSC and approved by the SVB. AWP's will be derived from the PD and its logical framework. The annual planning is based on the expected results for the planning period. Annual targets will be set to guide the achievement of any given AWP.
- Biannual work plans¹² that are approved by the PSC.
- Monthly work plans for day-to-day management by the PMT.

5.1.1 Annual Work Plan and Budget

The Annual Work Plan

The AWP is the primary planning and implementation tool for the management of the PFP 2. It provides the basis for more detailed operational plans at the level of implementation. The AWP is a tool to communicate to all stakeholders how the planned outputs are to be achieved. Where outputs cover a period of more than one year, activities should be defined in terms of the achievement of annual targets for that specific output.

The AWP process is as outlined below.

Table 5.1 PFP 2 annual work planning process

Activity	Schedule	Responsibility
Initial and preparatory planning for the AWP	March - April	CTA, PMT, Task forces
Planning workshop to outline the AWP. This is a 2-day workshop for the PMT and task forces as well as other key personnel in programme implementation.	May	CTA, PMT, Task forces
Detailed planning based on the outcomes of the workshop	May	CTA, PMT, Task forces
Compilation of the PFP 2 AWP	May	PMT
Presentation of the AWP to the SC	June	CTA
Operationalisation of the approved AWP	July =>	CTA/PMT

The Annual Budget

The annual budget is the MFA's financial component of the AWP. The contribution of the GoT is "in kind," so it is not accountable in the same manner. The annual budget should follow a number of basic principles:

- The annual budget should be in broad agreement with the programme implementation budget in the PD, unless otherwise agreed by the PSC.
- The budget should indicate the opening balance for the year, calculated as the total budget in the PD, including any subsequently approved adjustments, minus accumulated expenditures from previous years.

¹² The bi-annual workplan in practice imply an up-dating of the AWP based on the actual situation and progress of AWP implementation.

- The budget should include monthly totals so as to indicate the approximate value of the monthly requests for funds that will be made to MFA Finland.
- The annual budget should have a breakdown by expenditure category and by each individual Result Area.
- The annual budget will be expressed in EUR.
- The annual budget will be revised as needed during the year of implementation. Major differences need to be explained and justified in an explanatory narrative. The narrative report may include descriptive figures. Any changes in the annual budget must be approved by the PSC.
- The annual budget will also include a final sheet with a summary for all Result Areas related to original budget, expenditures incurred so far, remaining budget, a breakdown of budget figures and flow of funds and the anticipated remaining budget for the following year(s).

5.1.2 Quarterly planning process and budgets

The AWP and annual budget are further operationalized by the PMT as a part of the day-to-day management. On a quarterly basis, the broad interventions in the AWP are broken down to concrete and manageable activities and tasks with clear responsibilities set for PFP 2 staff. Quarterly work planning and budgeting is carried out by the PMT. A summary of the quarterly workplans is provided in the QPR.

The quarterly planning process also serves as a review of the AWP and annual budget, where considerable discrepancies are communicated to the PSC and corrective measures proposed. Quarterly review and planning form the basis for the monthly cash need estimates sent to Indufor HO for fund transfers.

5.1.3 Monthly Work Plans for Day-to-Day Management by the PMT

Monthly planning is a management tool for the PMT and is utilized in the PMT's monthly meetings. These plans are very simple. They may consist of little more than bullet points indicating tasks to be carried out during the coming month and funds needed for that purpose.

5.2 Programme Reporting

The PFP 2's main progress reports will be produced on an annual, biannual (six-monthly) and quarterly basis and follow the schedules set for the meetings of the PSC. The PD, AWP, and annual budget will be the definitive documents against which programme performance will be measured.

The progress reports are as follows:

- Quarterly Progress Reports, two reports¹³: i) July – September, ii) January – March.
- Bi-annual report: July – December.
- Annual Report: July – June.

The annual, biannual and quarterly progress reports will be prepared by the PMT, submitted to the HO for its information, and to the PSC and SVB¹⁴ for approval. Once approved, the reports will be sent to the MFA. The financial reports which are part of all progress reports will display a budget follow-up on programme expenditures. Budget monitoring will be displayed in tabular and graphic forms for easy reference.

5.2.1 Annual Report

The Annual Progress Report (APR) shows the accumulated results compared to the targets for the entire programme according to the AWP and PD. The report will comply with the most recent

¹³ The second quarter (Oct – Dec) is covered by the Bi-annual progress report and the fourth quarter (April – June) by the APR'.

¹⁴ The SVB approves the annual reports and plans. All other reports and plans are approved by the PSC.

guidance for bilateral programmes The report shall follow the structure of the Results Change Matrix, reporting on the same outputs, using the same indicators and reporting about the same external factors. Implementation rates shall be indicated with comments in the case of deviations from the plan. Major changes in planned activities and targets as compared the PD will be clearly reflected in the AWP and/or the APR. Such changes will have to be approved by the PSC and SVB (if included in the AWP). The progress report will include both the original and the revised targets.

The Annual Progress Report will contain an analysis of the quality of the implementation and the impact of the Programme on its objectives. Problems encountered shall be described and corrective actions taken or planned shall be explained. Possible external and internal risks which may prevent the Programme from meeting its objectives shall be discussed. The Annual Progress Report shall include tables showing progress in the implementation of each Result Area. If applicable, reasons for geographical variation shall be analyzed and measures to improve the situation in under-performing areas shall be discussed.

The report shall be concise. An executive summary, not more than 2-3 pages, shall focus on key factors, such as overall accomplishments, major problems and risks, and the actions taken to solve them. Follow-up tables based on the Results Change Matrix will form an important section of the report.

The budget follow-up will summarize actual versus planned expenditure on each budget item. It will include comments on the variations between planned and actual expenditures in general. The Annual Financial Report will be supported by an approved and audited financial report.

5.2.2 Bi-annual progress report

The bi-annual progress report is prepared at the end of the calendar year, i.e., at the mid of the financial year. The report is with regards to detail in between the annual- and the quarterly reports. The bi-annual report provides information on progress against the targets set in the annual work plan. In this sense the information is similar to the QPR. In addition, the report compares/transforms the information on progress into the indicators in the Results Based Management Framework. In this sense, the information is similar to the information in the APR and hence the bi-annual report consequently has the same function as the APR.

5.2.3 Quarterly Progress Report

The Quarterly Progress Report follows the same format as the Annual Progress Report but is not based on as extensive a review of the programme. Thus, it will not include separate sections with in-depth analysis of progress towards the achievement of the objectives, changes within the sector, relevance, sustainability, and the need for change. Major issues can be included in other sections, for example as highlights, issues to be addressed, or main recommendations.

The aim is to have a useful but concise and easily prepared report, providing an overview of the progress and enabling an assessment of whether the programme progresses as outlined in plans.

The main contents of the QPR are:

- Progress of implementation with key information being main activities and outputs achieved and compared to quarterly- and annual targets.
- Deviations from the work plan and corrective measures.
- Summary of planned activities for the next quarter.
- Main issues related to project management.
- Resources and budget.

The contents of the quarterly financial report will follow the same minimal common information for financial reporting as for annual reporting.

The PMT will prepare a Quarterly Progress Reports, submit it to PSC members, including the Embassy of Finland to be forwarded to the MFA, and send a copy to the HO. The financial report, which is part of the Quarterly Progress Report, will include a budget follow-up on PFP 2

expenditures. Budget monitoring will be displayed in tabular and graphic forms for easy reference.

The financial quarterly report shall display in writing the consistency between the actual expenditure and the AWP and annual budget. Any deviations in the utilization of funds and reasons for such deviations as well as future actions to be taken shall be also reported in writing.

5.2.4 Budget monitoring

After the bookkeeping material of each month has been verified and invoiced by the home office the home office compiles a budget monitoring report for the PMT for preparing financial reports as mentioned above (5.2.1-5,2,3). The PMT is responsible of the correctness of the accounting codes used. This report serves also in planning for the next quarter.

Monthly report includes:

- Fiscal year financial data up to date
- Cumulative financial data up to date
- Days worked and invoiced
- Comparison to budgets
- In addition to home office invoicing the monthly data includes direct payments by the MFA so the report includes comprehensive financial data of the Project.

When the PMT plans its work for the coming quarter the PMT at the same time identifies which "output-budget lines" that will be utilized for the planned interventions. and especially budget lines where the spending is close to the approved budgets and hence the risk for overspending. In such cases the PMT will inform the PSC on the risk for overspending of the particular budget line and seek for approval for exceeding the budget lines,

Moreover, the PMT is responsible to take corrective actions in due time if some budget line is going to be exceeded during the implementation.

5.2.5 Field Work Reporting

All field work will be documented in the form of fully completed back-to-office reports (BTORs) using the standard Programme template available from the DITSO. BTORs will be accountable documents to be submitted before further travel requests are approved. BTORs should be sent to the CTA and DITSO as well as to any other relevant person.

5.2.6 Reporting by Programme Partners

Reports will be produced by implementing partners such as TGAs and district councils as appropriate and used to provide forest and management information to various information systems. These reports will include information on developments in TGAs, like changes in membership (disaggregated data), new plantations (areas and types of trees), plantation and nursery management, age of plantations, cutting and usage of trees, sales, and other matters. Reports by service providers on outsourced assignments (studies, training, manuals, etc.) will follow the reporting provisions agreed to in their respective contracts. Each contract must contain clear instructions on the monitoring and reporting requirements of the service provider. In cases where it is relevant, progress should be described against the baseline situation. Depending on the assignment, the following reports may be required: inception report including a baseline report, detailed implementation plan, and quarterly progress reports (for long-term assignments). A final report summarizing the experiences, achievements/results, lessons learnt, and course evaluations by trainees will be prepared for training assignments. Reporting requirements will be specified in the ToRs and contracts entered by the partners.

Reporting from the FWITC

The FWITC is required to report on every training event using a standard template and to contribute to biannual and annual progress reports in a comprehensive and timely manner. PFP 2 will gradually evolve its relationship with the FWITC until the FWITC is a service provider implementing an annual performance-based service provision contract which will require quarterly reporting against agreed targets.

Reporting from the TTGAU

PFP 2 will gradually evolve its relationship with the TTGAU so that it becomes a service provider implementing an annual performance-based service provision contract which will require quarterly reporting against agreed targets.

Reporting from Service Providers

The reporting requirements of service providers will be specified in their contracts and satisfactory reports will be a necessary precursor to triggering payments.

5.2.7 Incident Reporting

Any significant security-related incident or accident must be reported to the CTA using the Incident Reporting Format (Annex 5) within 24 hours upon arrival at one's normal duty station. All accidents that require medical attention to any person and/or have insurance implications (e.g., road accidents) must be reported immediately to the CTA. The report writer will indicate in the Incident Report whether the report is confidential or not. Accident reports must be referred to the Occupational Safety and Health Authority.

6. MONITORING AND EVALUATION

The PD will be the basis for the structure and components of the M&E system for PFP 2, which will comprise of both external and internal components. The PMT will be responsible for conducting internal monitoring, while external evaluation and audit will be undertaken by a service provider contracted directly by the MFA¹⁵.

All programme-implementing agencies at different levels will participate in the process of developing and utilising baselines, indicators, surveys, progress reporting, and other tools to support M&E activities.

Programme M&E will involve the periodic assessment of programme implementation and performance of activities and evaluation of their results in terms of relevance, effectiveness, and impact to ensure accountability in the use of programme funds and progress towards effective implementation of the programme. Lessons learned will be documented in order to inform and improve implementation and support subsequent planning.

6.1 Main Principles of Monitoring and Evaluation

The M&E system of the programme will observe and follow the following key principles:

1. **Human Rights-Based Approach:** PFP 2 is a human rights progressive programme which adheres to the principles of human rights in its processes and includes expected results that further the respect, protection, and fulfilment of human rights¹⁶. The Programme will prioritise HRBA in the M&E of each intervention.
2. **Managing for Results:** As guided by the MFA's "Manual for Bilateral Programmes", the PFP's M&E will follow the Results-Based Management (RBM) approach, which makes the Results Chain and Results-Based Management Framework (RBMF) as the basis of the M&E of all programme interventions.

6.2 Coordination and Implementation

The M&E Expert (MEE) will be responsible for coordinating the programme's internal M&E in cooperation with the PMT and other programme-implementing agencies. The role of key stakeholders and other participating institutions in the M&E of the Programme will be defined in the AWP and Annual M&E Plan.

The HOC, together with the MFA, will be responsible for coordinating the external evaluation and auditing of the programme. The role of service providers in the external evaluation and auditing of the Programme will be defined by MFA.

M&E will use the following tools:

1. Results Chain
2. Results-Based Management Framework
3. Technical and administrative guidelines
4. Programme plans as referred to in section 5.1 above
5. Programme M&E plan and platform
6. Risk matrix and reports

Implementation of M&E will follow the Result Chain as indicated in Figure 1.1. The RBMF will be the benchmark for developing a M&E platform. Technical and administrative guidelines as well as programme plans will be used to develop an Annual M&E Plan.

The Annual M&E Plan will be prepared by the PMT together with all participating agencies (NGOs, TGAs, LGAs, service providers and SMEs) and finalised at the beginning of each

¹⁵ Participatory Plantation Forestry Programme Document Final Draft 2020

¹⁶ Human Rights-Based Approach in Finland's Development Cooperation Guidance note, 2015 https://um.fi/documents/35732/48132/human_rights_based_approach_in_finlands_development_cooperation_guidance

financial year of the programme. The programme CTA will be responsible for approving this plan.

With reference to the risk assessment and mitigation of risks described in the PD, the Programme's M&E system will keep track of both identified and emerging risks during implementation of the programme to ensure that mitigative measures are introduced to allow for the smooth implementation of the programme.

6.3 Data Management

Data management will include 1) geospatial data collection, 2) organization, storage, management and sharing, 3) data analysis and visualization/communication that will include the use of paper and online media to facilitate the usage of data in the planning, decision-making and management of the programme and 4) training for intended users (field staff, TGAs, planners, district staff, and the like) to ensure that data is used effectively.

For the efficient and safe management of data, the following databases will be used:

1. Management Information System (MIS)
2. Market Information System (MaIS)
3. Forest Information system (FIS)
4. Monitoring and Evaluation Management Database

As discussed in Section 2.2.5 above, sharing of information from these databases will require prior approval from the programme CTA. The MEE and DITSO will be responsible for maintaining and updating these databases. Access to the information in these databases will be authorized by the CTA and users will be assigned a username and password.

Dissemination of information will be done through reports and the Programme website upon approval by the CTA and/or the PSC.

Data will be stored using the following database platforms:

1. Network-attached storage (NAS): Local storage of electronic materials, pictures, databases and reports
2. Microsoft Access
3. Standard Query Language (SQL): this includes Mysql in NAS and PostgreGIS
4. Web-based

The use of these four database platforms will ensure the safety of stored information through backups.

The roles of other key stakeholders and participating institutions in data management of the programme will be defined in the PD, AWP, and Annual M&E Plans.

7. PROCUREMENT

7.1 General

The PFP 2 procurement is subject to Finnish procurement legislation (Act on Public contracts and concessions (1397/2016)) which derives from the European Community directives on public procurement. Under these rules, PFP 2 procurement must follow transparent open procedures ensuring fair and non-discriminatory conditions of competition for suppliers.

Note that Act on Public contracts and concessions (1397/2016) concerns procurement valued over 60 000 EUR. For procurement under 60 000 EUR the rules to be followed are set in the paragraphs below.

PMT is responsible for all procurement taking place in PFP 2, consequently the procurement committee consists of members of the PMT. A minimum of four PMT members (including the NFPE) are to be present in a Procurement Committee meeting. The CTA is to be participating in the Procurement Committee meetings to the extent possible. In procurements of 60 000 € or exceeding the MNRT acts as the chair of the procurement committee.

The approved PFP 2 AWP and budget is the starting point of procurement process and gives the framework for programme procurements. The PMT will prepare a broad annual procurement plan that will be a part of the AWP and approved by the PSC. The procurement plan will include STC and service providers to the extent possible¹⁷.

The responsibility for operationalizing the approved AWP and budget lies within the PMT through the formalized procedures (including the procurement committee) outlined in this chapter. Therefore, the main responsibility and authority for decision-making considering programme procurement lies within the PMT, and especially, due to their duties, the CTA and the NFPE. As mentioned above, in procurement of 60 000 € or exceeding the authority with regards to procurement decisions involves MNRT.

More general info concerning public procurement can be found from the following webpage: <https://tem.fi/en/public-procurement>.

7.1.1 Procurements of €60,000 and over

Due to their duties, as defined in their job descriptions, the CTA and the NFPE are responsible for implementing procurements decisions taken by the procurement committee, including all procurements of €60,000 and above.

They must also document their justification for the purchase, preferably in the procurement start-up phase but at the latest during the procurement decision phase. Procurements cannot be divided to reduce the value of the procurement below the threshold value.

The entire procurement process, from preparation to tender evaluation and selection, is recorded and saved in the PFP 2's data records.

The procurement for goods and services for 60 000 EUR and over must be published in HILMA (Hankintailmoitukset.fi) which is the official service for notices on public procurement in Finland

In addition, tender invitations can be sent to potential suppliers directly if seen appropriate. The basic templates for procurements of €60,000 and above are in Annex 9. These templates are guidelines only. The NFPE and the HOC must check and revise each procurement separately.

For procurements of €60,000 and above the tender process is competitive and open.

It is important to ensure that the procurement guidelines are followed specifically and documented sufficiently.

¹⁷ PFP-2 applies a process approach and realises the need for flexibility. Therefore, the procurement plan in the AWP lists STCs and service providers but exceptions may be made and additional STC or service providers may be recruited during the implementation of the AWP. If the need for STC and/or expertise through service provider arrangements is identified outside what is detailed in the AWP, approval must be sought from the PSC. Such approval shall always be clearly confirmed in writing.

For documentation to suffice, it must include the following:

- The invitation to and advertisement of the tender in a format suitable for the value of the tender.
- Evaluation and ranking of the proposals based on the criteria laid out in the original tender.
- Further clarification of why the specific tender was selected.
- Evaluation committee must sign the documents of the meeting where the decision was made.

7.1.2 Procurement between €4,000 and €60,000

Procurements valued between €4,000 and €60,000 must follow a process of competitive tendering which requires that invitations to tender be sent directly to potential suppliers. The following other conditions apply:

- The basis for the selection shall be documented and archived.
- The principles of equal and non-discriminatory treatment of tenderers shall be upheld.
- The supplier shall be selected on the basis of competitive tendering.
- When using competitive tendering, the Programme will draw up an invitation to tender and ask for tenders by e-mail, fax, physical delivery, and/or letter. This invitation can be delivered directly to selected potential suppliers (at least three whenever possible). It will contain all significant information concerning the purchase and the contract.
- The time limit for submitting written tenders must be reasonable.
- Direct awarding may be used when the following circumstances apply:
 - The costs of competitive tendering exceed the benefits obtained;
 - The contract is urgent for reasons independent of the programme;
 - A corresponding product has been procured in the recent past and the price level is known; and/or
 - No other potential suppliers have been identified.

In all cases, justification for the selection should be documented. Offers should be filed with the corresponding purchase order or, if offers have not been requested, the reason should be stated on the purchase proposal.

Note that HILMA can also be used for procurement less than 60 000 EUR (National Small Value Procurement) even though the Act on Public contracts and concessions (1397/2016) does not apply these. By using HILMA potential suppliers are not needed to be identified.

Purchase Order

An order is a commitment to an outside party. The CTA and NFPE should sign the purchase order. All purchase orders should contain following details:

- Buyer;
- Seller;
- Identify, quantity and price of goods;
- Other terms of delivery; and
- Reference to supplier's offer.

7.1.3 Procurement Less than €4,000

The CTA must approve purchase less than €4,000, for which three quotations are not necessary. The supplier can be chosen as is most practical. Approval can be documented on the voucher. All documents should be filed so that procedures can be checked later.

All purchases that are valued over €100 and are not consumer goods or services are categorized as fixed assets.

Concerning furniture, €100 is applied to several items (tables and chairs, for example) together rather than individual items.

7.2 Value-Added Tax (VAT) and Other Tax Exemptions

All Programme expenses are exempted from all taxes including value-added tax. The NFPE is responsible for seeking tax exemptions for all programme expenses using the following procedure:

- The PMT will prepare a procurement plan which lists the goods and services that Programme will procure and submit to the MNRT. The Procurement will then be submitted to Ministry of Finance to issue a gazette notice (GN). The Procurement plan can be of annual basis or entire period of the Programme implementation.
- The NFPE will complete all the relevant tax exemption forms (with reference of GN number) and submit them to the programme desk officer at the MNRT.
- The programme desk officer will sign the forms after securing approval from the principal secretary of the MNRT or his or her designated substitute.
- The NFPE will collect the signed forms from the programme desk officer and submit them to Tanzania Revenue Authority.
- The NFPE will take the forms from Tanzania Revenue Authority and submit them to the vendor.
- Since tax exemptions should be settled in advance and the process is a bit lengthy (easily over one month) this procedure does not apply to small items like office consumables and similar. In these cases, the according VAT are regarded as normal programme cost.

7.3 Fixed Assets Register

A separate register lists all the fixed assets which the programme possesses. It includes the following data:

- Date of purchase.
- Description.
- Price in currency and converted into EUR.
- Voucher number in the programme bookkeeping.
- Sticker number glued to the item to identify it.
- Manufacturing and registration numbers (where they exist).
- Other identification numbers.
- Location of the item.
- Name of the person responsible for the item.

The NFPE is responsible for updating the fixed-asset register, including the assets located in the districts. At least once a year the fixed-asset accounts from the bookkeeping department are verified and the verification is compared to the fixed-assets register. The NFPE may utilize the cluster coordinators in the annual up-dating of the assets located in the districts. The DCs will account for the use of the PFP-2 motorbikes quarterly at the cluster meetings, where the cluster coordinators will compile the records and send to the NFPE.”

All differences are documented and the reasons for them identified. The contents of the fixed-assets register are printed out, signed, and filed.

Items in the inventory must be physically checked once a year and this verification has to be documented. The NFPE is responsible for all inventory procedures. There are separate guidelines for managing the programme’s fixed assets.

PFP 2 fixed assets will form a separate register from those purchased and audited in Phase 1.

7.4 Outsourcing of Activities – Procurement of Service Providers

The utilisation of service providers is recognised as an important mechanism for the implementation of PFP 2. The procurement of service providers will follow procedures outlined below.

The main principles for the procurement of service providers are as follows:

- The procurement is in line with the AWP and approved by the PSC.
- There is a TOR outlining the services and expected deliverables of the service provider as well as the expected budget and duration. The TORs are approved by the PSC.
- The procurement is following the process outlined in chapter 7.1.

- The contract is signed between Indufor and the service provider.
 - An implementation framework similar to that used with STCs is applied.
- As the service provider recruitment is a procurement process the guidelines presented above e.g. concerning thresholds shall be followed.

The Recruitment Process

The process for recruitment of service providers is outlined in the table below.

Table 7.1 Service Provider Recruitment Process

Process description	Responsibility
1. Preparation of Terms of Reference (TORs)	PMT with support from HO and QAT
2. Submission of TORs to PSC for approval.	PMT
3. Identification of candidates	For Service Providers where budget > 60,000 Euro HILMA the procurement is published in HILMA.
	International Service Providers (budget < 60,000 euro): <ul style="list-style-type: none"> • HO with support from NIRAS Finland in line with procurement process outlined in chapter 7.1
	National Service Providers (budget < 60,000 euro): <ul style="list-style-type: none"> • PMT and NIRAS Tanzania in line with procurement process outlined in chapter 7.1.
4. Evaluation of candidates	International Service Providers: <ul style="list-style-type: none"> • HO carry out a first screening and chose the 3 best ones (if there are more than 3 potential candidates). There may be also less than 3 chosen, if 1 – 2 candidates are clearly outstanding. • HO submits the candidates to PMT • HO and PMT together identify the preferred candidates
	National Service Providers: <ul style="list-style-type: none"> • NIRAS Tanzania and PMT carry out the evaluation. • Support from HO if deemed necessary
5. Submission of results from evaluation to PSC for no-objection	PMT provides competent authorities with selection of candidates and recommends one
6. Contracting of Service Providers	International Service Providers: Indufor
	National Service Providers: Indufor

8. FINANCE MANAGEMENT

8.1 General

This chapter describes the financial arrangements and procedures of the PFP 2. Indufor will arrange for annual external financial audits of the Programme's accounts. The MFA can order additional audits to be carried out at any time as a part of its country programme evaluations and audits.

8.2 Cash Flow Estimates

The project should send a monthly fund request to the HO according to the following principles:

- 1) Request should be made by using the template attached which is based on the chart of accounts. There is also an example of a request
- 2) Request will be made for three months of which the first month is the actual fund request the two other months are giving an approximate need for the following months, This three months' estimate is also used for requesting advances from the MFA for operational costs,
- 3) Concerning the first month all the rows in the template must be justified. This is very important for the smooth flow of funds. Requested funds will be sent in three lots. The interval for sending these lots is one week.
- 4) The currency is EUR.
- 5) Only funds to be used in the project can be requested ie. paid salaries in Iringa but not claimed fees from the HO. Also, other payments made by the HO or direct payments made by the MFA should be left out. So, money request does not necessarily have direct link e.g., to the AWP.
- 6) Fund request can be made for the time interval most suitable as long as the period is one plus two months. Period can start from day one of the month but that is not compulsory.
- 7) Fund request should be made seven days in advance of the first requested lot.

8.3 Currencies in Use

The programme uses only EUR and Tanzanian shillings. Payments are either by cheque or in cash.

Any vouchers that are in some other currency should be converted into EUR or Tanzanian shillings and the concerned exchange rate documents should be included in the claim. If no document is available, the rates at www.oanda.com should be used and a webpage print attached to the voucher.

If a staff member chooses to send claims to the Indufor HO, the HO can make payments in other currencies also,

8.4 Bank Accounts

The programme has two bank accounts at NMB Bank in Iringa, both under the name of Indufor Oy. EUR bank account is used for receiving funds from Indufor headquarters and making payments and withdrawals (including transfers to TZS account in EUR. Tanzanian shilling bank account is used for making payments and withdrawals in Tanzanian shillings.

Using a bank account requires the joint signatures of the CTA and NFPE, and if one of them is not available the CTA will appoint an additional signee.

Official bank statements are attached to the bookkeeping material to be scanned to Finland. Statements of bank balances must tally with bookkeeping balances.

8.5 Petty Cash

The only people who have access to cash funds are the accountants at the main and branch office. They are also responsible for those funds.

Cash funds and cheque books must be kept in the safes of PFP offices.

The Programme has established a petty cash policy which requires, among other things, cash counts to be conducted at the end of each month.

8.6 Vouchers as Supporting Documents

Vouchers are basic bookkeeping materials that should be attached to claims to serve as supportive documents. For a voucher to be valid, it must:

- be issued by an external party
- show the amount and currency of the transaction
- identify the goods and/or services received
- be original

A staff member who does not have the original must provide a written explanation of this lapse as expenses are refunded only against proper vouchers. If no voucher is to be had, for example, for a local taxi fare, the staff member must write a voucher himself or herself identifying the service or goods and its cost and specifying the reason for not having a voucher.

All vouchers should be glued on A4-sized paper if they are not that size already.

8.7 Advances and Claims

All advances must be approved in advance by the CTA or his or her substitute.

Advances can be given for various purposes although they should be avoided as much as possible.

The staff member who takes an advance (and signs the forms and receives the funds) is responsible for repaying the advance regardless of its purpose.

Advances should be settled within 14 days after the expenditure has occurred and before taking a new advance

Advances are to be requested by filling in the PFP 2's advance-request form and send it to the CTA (or his or her substitute), who must authorise it with his or her original signature before any funds are collected. The CTA approves advance requests after they are checked and signed by the NFPE and the Result Area head.

Staff members should settle advances by submitting an expense-reimbursement claim form and all supportive documents. These documents should be numbered consecutively and listed in the receipt column of the expense-claim sheet in order to facilitate checking.

A single expense-reimbursement claim can include several expenditures—fuel, DSA, accommodation, etc. so there is no need for a staff member to make a claim every time he or she pays for something.

Expense claims and their supportive documents should be sent to the NFPE and Result Area head for verification. They must always be signed. The NFPE will send the claim to the CTA (or his or her substitute), who must approve it before payment is made.

When any staff member receives payment for an advance or claim, he or she will sign and date the form, which will then be stamped "RECEIVED" as well as "PAID" in order to prevent the payments to be made twice.

All transactions concerning advances and claims can be checked with the NFPE at any time. The bookkeeping system will be kept up-to-date and entries are made in due time.

8.8 Electricity and Water Bills

Since electricity and water bills are included under housing expenditures, a staff member can bring these bills to the NFPE directly without paying them, provided that his or her accommodation ceiling has not been exceeded (see the section "Accommodation").

8.9 Personal Use of Programme Vehicles

A periodic summary shall be made of any private use of a vehicle by a staff member and it shall be accounted for in the programme bookkeeping. Private use must be paid back without a separate request from the programme management.

Private use is audited during logbook audits by the accountant.

The Finnish government and the Embassy of Finland in Tanzania determine the reimbursement rate for private vehicle use yearly. For 2021, this rate is 0.44 EUR per kilometre (the rate will be updated annually).

See also the section "Use of Programme Vehicles".

8.10 Vouchers in the Bookkeeping

After receiving a claim or other financial document from a staff member, the NFPE checks it and its supportive documents for eligibility and fills in a cover sheet for the claim. This page summarises the claim and includes any description needed for the Programme's bookkeeping codes.

Vouchers are filed in numerical order.

Every transaction in the bookkeeping accounts will be clearly derivable from voucher material and vice versa in order to create "audit trail." For this reason, all the information below should be found on every voucher cover sheet and bookkeeping record:

- Voucher number
- Date of bookkeeping
- Description of good and/or service
- Code(s) used in the bookkeeping
- Amount and currency

Vouchers are scanned on monthly basis and sent to the HO. Original vouchers will be filed at the project premises in a safe place preferably in a locked room.

8.11 Bookkeeping System

The PFP 2 uses TATI. The person in charge of the TATI system at the PFP 2 is the NFPE.

The TATI chart of accounts consists of three groups of codes, each of which can be monitored and reported separately:

- The account code refers to the section "Reimbursables and Consulting Services" in the PD.
- The component code refers to the section "Operational Codes" in the PD.
- The location codes can be used for various purposes eg. for individual cars or training courses.

This three-level structure makes it possible to monitor expenditures from various angles. Programme staff can monitor total operational costs as well as the costs of various components and even the cost of something as minor as the fuel expenditure for a certain car during a selected time period and in different currencies.

The original codes for expenditures are assigned by the NFPE. The CTA and/or the home office admin staff will monitor the correctness of bookkeeping entries ex-post on a monthly basis.

In addition to monitoring expenditure, TATI monitors the balance of assets and liabilities, like bank and petty cash accounts, individual advances and salaries and debts. All balances are up-to-date, assuming entries are made in due time.

TATI adds expenditures occurred at the Indufor HO so that local bookkeeping will include all programme expenditures and thereby make comprehensive budget monitoring possible. The reporting currency is usually EUR but can be also Tanzanian shillings.

The programme's TATI reports are compared to MFA-recorded expenditures concerning the PFP on a yearly basis. Any differences are identified and corrected.

Bookkeeping is done on a monthly basis. After all expenditures have been entered in the bookkeeping system and bank statements received from the bank, the following steps are taken:

- All vouchers and their codes are verified against bookkeeping entries (NFPE).
- All balance sheet balances (bank, petty cash, advances, debts, money transfers) are verified (NFPE).
- Monthly reconciliation reports for home-office bookkeeping are prepared (HO).
- Monthly invoicing reports for the MFA are prepared (HO).
- Quarterly and yearly reports are prepared. (NFPE/HO)
- Monthly reports that show actual versus budgeted expenditure are prepared (NFPE/HO)
- Ad hoc reports are prepared as needed (NFPE/HO)

After the monthly bookkeeping has been verified and sent to the home office and invoices have been sent to the MFA, the bookkeeping material for the month can no longer be changed. The case is closed. Records from previous months cannot be modified.

TATI data is saved on an external hard disk every month. Also, the home office has monthly bookkeeping data in its archives

Monthly expenditures on TATI should be prepared and sent to the HO not later than the 10th of the following month, and monthly financial report should be prepared in Excel after receiving the required file from the HO.

9. VEHICLES AND EQUIPMENT

9.1 Use of Programme Vehicles

Programme vehicles are to be used only for purposes necessary for the implementation of the PFP-2, i.e. for official use during working hours. Private use is allowed in exceptional cases on the condition that such use does not inconvenience PFP-2 work. All private use, including overnight trips, must be authorized by the CTA or, in his absence, by the NFPE.

The driver assigned to a vehicle is responsible for ensuring that the logbook of that vehicle is in order and that all damage caused by either the driver himself or by other persons using the car is fixed promptly.

Vehicles are equipped with tracking systems so they can be monitored easily and remotely disabled if necessary. The DITSE is responsible for monitoring the system and producing monthly reports to the CTA on vehicle usage.

A vehicle logbook is to be kept of the use of each programme vehicle. It should always be in the vehicle. It records the registration and identification data of the vehicles, a list of the names of the person(s) entitled to use it, and the place where the vehicle is permanently kept.

Utilization of all vehicles shall be indicated as follows: date, route or area, purpose of journey, distance driven (according to the odometer), and the signature of the user. All private use of a vehicle also has to be clearly entered in its logbook. Logbooks should be updated daily.

Every programme vehicle has its own individual number in the PFP-2 bookkeeping under which all fuel costs will be recorded. To calculate average fuel consumption, the data of the logbooks and programme bookkeeping books will be compared monthly. To facilitate this comparison, drivers should fill petrol tanks at the end of each month.

The accountant checks vehicle logbooks at least once a month. He or she will sign the logbook and notify the driver if any corrections are needed. He or she will confirm that the cost of all private use has been paid back to the programme.

The rate for the private use of a programme vehicle in 2021 is €0.44 /km. This rate will be updated annually. Reimbursement should be made using the form "Private Use of Programme Vehicles."

Refer to "**MFA Guidelines and Internal Instructions for the Utilisation of Programme Motor Vehicles**" for details.

9.2 Airtime

The programme provides airtime vouchers for its staff at the rates which are determined by the management from time to time.

Airtime is not provided in cash and is for official use only. The rates can be revised if needed. Airtime vouchers are all-inclusive. They are managed by the office administrator.

9.3 Steering Committee and Supervisory Board meetings

PSC meetings are held quarterly and whenever there is a special need. The programme pays members of the PSC a subsistence allowance in accordance with the GoT's Civil Service Circular No. 4 of the Year 2014 - Subsistence Allowance for Official Travel within Tanzania. The rates of allowance are based on the status of the destination city. Cities are divided into the following three categories:

Table 9.1 Rates of steering committee daily subsistence allowance for official trips in Tanzania

Salary levels	City and Municipal (TZS)	Region and district headquarters (TZS)	Other parts (TZS)
LSS (J)1 - LSS(J)3, LSS(E)1- LSS (E)9 SAIS H – SAIS Q	120,000	100,000	70,000
TGS D – TGS G, TGTS D – TGTS G TGHS C – TGHS F, TJS 2 – TJS 5 AGCS 3 – AGCS 6, TGRS A – TGRS D PSS D – PSS G, SAIS D – SAIS G	100,000	80,000	60,000
TGOS A – TGOS C, TGHO A – TGHOS C PSOS A – PSOS C, TGS A – TGS C TGTS A – TGTS C, TGHS A – TGHS B AGCS 1 – AGCS 2, PSS A – PSS C SAIS A – SAIS C	80,000	60,000	50,000

Transport costs are payable against the provision of original receipts for bus, taxi, and plane fares as well as for fuel.

The above rates are adjusted according to changes in the GoT's Civil Service Circular No. 4 of the Year 2014 - Subsistence Allowance for Official Travel within Tanzania.

The Programme rates for beneficiaries will be 50% of the above rates to encourage commitment to the services given to them (Table 9.2).

Table 9.2 Stakeholder's event participation rates

Level	Programme rates
City and Municipal	Transport refund and 40,000
District	Transport refund and 30,000
Programme Management Unit	Only 25,000
Village	No DSA/only refreshment

9.4 Extra-Duty Allowance

When relevant, the programme pays extra-duty allowances to the staff of the GoT and other stakeholders in accordance with the GoT's Circular No. 2 of 2013 - Extra-Duty Allowance. The existing rates are shown below.

Table 9.3 Extra duty allowances payable to government staff

	TZS per day
Officers' grade	30 000
Non-officers' grade	20 000
Operational service staff	15 000

The rates above will be adjusted according to changes in the GoT's Circular No. 2 of 2013 - Extra-Duty Allowance.

9.5 Use, management, and hand over of programme assets

Programme assets are procured for temporary programme related use by: a) programme staff; b) local government staff assigned to PFP 2; c) PSC; d) interns; e) service providers/consultancy; and f) SMEs and tree growers, and g) their associations. During the programme life the PMT remains responsible for management of all its assets. The programme issues assets on temporary basis in accordance to asset management form (Annex 18). From time to time the programme is required to account for all assets in its management and this requires recipients of programme assets to account for them periodically.

All recipients of programme assets are responsible for the proper use and protection of the assets issued to them. They must take appropriate measures to prevent damage, theft, loss, abuse of or unauthorized access to physical equipment and intellectual property (including data). Recipients of programme assets are not responsible for replacing them unless they

intentionally omitted or committed a wrongful act or their negligence caused that loss or damage. In the case of the loss of or damage to programme-owned equipment, recipients of programme assets are required to report the case to the local police station within 24 hours and inform Programme management in writing about the circumstances that led to the loss of or damage to the equipment.

Programme assets are handed over at the end of programme implementation in accordance with the country level agreement. Minor assets with procurement value less than EUR 4,000 may be handed over permanently with specific permission of the PSC.

10. OTHER ISSUES

10.1 Police and Accidents

Emergency police officers can be contacted at 191 and local assistance in Njombe and Iringa can be contacted at the following numbers:

+255 755 01 9342 - Njombe commanding officer in the district (OCD)
+255 753 01 1305 - Njombe commanding officer of the Criminal Investigation Department (CID)
+255 763 76 0073 - Njombe commanding officer in station (OCS)
+255 765009521 Iringa Commanding officer in Station (OCS)
+2557150099221 Iringa Regional Police Commander (RPC)

Staff members who deal with the police must notify the CTA about the issue.

A staff member who is involved in an accident must inform one of the two insurance companies below:

NIRAS Employees:

Insurance company: AAR Insurance (T)

Tel: +255 22 270 1121/2/4

Tel. (24h): + 255 754 76 0790

Fax: +255 22 270 1120

Email: info@aar.co.tz

Mailing address: P.O. Box 9600, Dar Es Salaam

10.2 Emergency and Medical Services

Provider's name	Location	Telephone
Mission Mikocheni Hospital	Mikocheni	(022) 2775517
TMJ Hospital	Mikocheni	(022) 2443716
CCBRT Hospital	Msasani	
Aga Khan Hospital	Sea view	(022) 2115151
Madonna Hospital	Tabata	(0715) 500338
Burhani Charitable Health Centre	Kalutast	(0719) 252152
Aga Khan Medical Centre	Iringa	(026) 2702277
IMECC Hospital	Iringa	(026) 2700186
Iringa Regional Hospital	Iringa	
Marie Stopes – Iringa	Iringa	
Marie Stopes – Makambako	Makambako	
Tanwat Hospital	Njombe	
Miyomboni Pharmacy	Iringa	

The following website lists more hospitals in Tanzania:

http://www.aarhealth.com/aar_tz/doctors-a-hospital-network.html

Annex 1 PFP - Code of Conduct

All employees and service providers of PFP 2 represent the programme and influence how the programme is received. It is therefore essential that employees and service providers comply with the programme's code of conduct, that is as follows:

- 1) We obey laws and regulations and respect cultures and traditions in Tanzania
- 2) We focus on people subject to discrimination in society and communities. We address the root causes of poverty, injustice, and discrimination. We seek to change prevailing discriminatory attitudes and structures
- 3) We do not offer benefits that are in contrary to the law or good practice.
- 4) We do not accept gifts, hospitality or other benefits from individuals or organizations that potentially might seek benefit from the programme
- 5) We act ethically.
- 6) We do not accept bribes or payments from third parties that may affect objectivity when making programme decisions.
- 7) We are open about situations that may place us in a conflict of interest situation (such as in recruitment of people we know, and procurement from suppliers who we are personally related to) and actively avoid conflict of interest situations.
- 8) All our financial transactions are to be reported in accordance with generally accepted accounting principles.
- 9) We adopt a neutral position as regards political parties and candidates seeking political office.
- 10) We encourage equality and diversity in the workplace and do not tolerate any form of bullying or abusive behaviour.
- 11) We are against any discrimination based on gender, faith, age, disability, sexual orientation, nationality, political conviction, trade union affiliation and social or ethnic origin.
- 12) All our employees have the right to a safe and healthy work environment.

PFP 2 complies with the Ten Principles of the United Nations Global Compact which are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

Human Rights

- Principle 1: Supports and respects the protection of internationally proclaimed human rights.
- Principle 2: Makes sure that it is not complicit in human rights abuses.

Labour

- Principle 3: Upholds the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: Promotes the elimination of all forms of forced and compulsory labour;
- Principle 5: Promotes the effective abolition of child labour; and
- Principle 6: The elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Adopts a precautionary approach to environmental challenges;
- Principle 8: Undertakes initiatives to promote greater environmental responsibility; and
- Principle 9: encourages the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Works against corruption in all its forms, including extortion and bribery.

Annex 2 Terms of Reference

The Chief Technical Advisor (CTA)

Duties and responsibilities

- Lead the Programme Management Team (PMT)
- Oversee operations of the Programme, ensuring that Programme achieves the intended results through good management of all resources
- Establish and maintain effective working relationships with partners and stakeholders
- Prepare during the inception phase the Programme Implementation Manual and ensure adherence to it during programme implementation.
- Overall responsibility for preparing the inception report with recommendations for required changes in the programme document including revised results framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions and evaluation plan.
- Planning, monitoring and reporting of Programme activities, achievements and expenditure
- Ensuring that the staff and service providers follow the code-of-conduct, including the mainstreaming of HRBA, gender equality and climate change resilience in all activities
- Support in managing office equipment and resources.
- Coordinate the timely preparation and submission of annual / quarterly work plans and budgets and present the same for approval to the steering committee.
- Prepare TORs for consultancies and studies, participate in evaluation of proposals and supervise contracts.
- Assess potential service providers, develop service delivery models, select service providers as well as develop TORs and contractual arrangements
- Supervise the international and national Technical Assistance staff in all activities
- Guide and monitor the service delivery
- Responsible for participatory self-evaluations of PFP

Duration: 42 months

Duty station: Iringa

The International Forest Products and Processing Expert (IFPPE)

Duties and responsibilities

The expert will take the lead in promoting improvements in wood processing value chains. Will strengthen the following activities:

- Support the shift to improved technology among industries within the wood value chain in the programme area
- Contribute to the market information system
- Develop support packages to enhance employment opportunities for vulnerable people
- Improve employment within forest dependent value chains
- Support implementation of SME development programmes
- Support innovation in forest products value chain

Duration: 27 months

Duty station: Iringa

The National Financial and Procurement Expert (NFPE)

The The National Financial and Procurement Expert will be responsible for the implementation of all the activities related to the project financial management in close collaboration and under the supervision of the CTA.

S/he has the overall responsibility for the financial and administrative functions of the project, including logistical services. S/he will:

- prepare financial management and administrative rules to be followed by all project implementing partners and train them in following the rules;
- support the team in financial planning, budgeting and producing timely expenditure reports, ensure contract management and procurement.
- contribute to the tree growing incentive scheme (TGIS) planning, establishment, management and development.
- Implement financial planning and budget monitoring in all financial matters (managerial accounting, treasury and control), including monitoring of TGIS fund use and management.
- Practical input in administrative policies and procedures
- Practical input in TGIS development
- Responsible for procurements according the procedures of MFA
- Capacity building (training, development of manuals) on financial management
- Managing the contracts for any outsourced services
- Prepare monthly accounts and quarterly and annual financial reports as agreed in the work plan
- Responsible for day-to-day accounting of project expenses
- Any other duties that may be assigned by the CTA.

Duration: 38 months

Duty station: Iringa

The Socio Economist Expert (National)

Duties and responsibilities

The Socio-economist will report to the Chief Technical Advisor and support as necessary. S/he will establish and maintain close working relations with concerned local government authorities and private sector service providers such as TTGAU, FWITC and Wood Industry Associations pursuant to achieving PFP2 deliverables. Specific responsibilities will include:

Contribute to Programme internal HRBA culture: This will involve overseeing the application of the human rights based approach to internal programme management actions (the inward focus) as well as to the global political, social, and economic dynamics within which rights problems are nested (the outward focus).

Support the CTA in ensuring that internal personnel management and decision-making procedures are non-discriminatory, non-exclusionary, transparent, and accountable, especially for field offices. Creating workplaces where all people-foreigners and Tanzanian staff of all backgrounds-can speak freely and equally; where doubts and criticisms, including about the human rights aspects of the work, can be voiced before or during programme implementation; where "doublespeak" does not reign.

Contribute also to rethinking financial and administrative procedures and systems, in order to be able to work with partners in more long-term, flexible, and appropriate manners.

Support the CTA in safeguarding an absolute requirement of participation and transparency, whose suspension, abrogation, or limitation will only be allowable in the most extreme circumstances.

Support the CTA in establishment of a code-of-conduct for programme staff and service providers according to best international standards during the inception phase.

Situation Analysis: This will involve collecting and analysing information about existing forest product market systems (together with the market systems specialist and others) for forest products; working out what needs to be done to optimise the equitable performance of the market systems in a broad, inclusive, non-discriminatory, transparent, participatory manner. This will include: what are the causes of inequitable and poorly performing market systems, what are its effects on different groups, how do different people perceive it, what environmental factors affect it or are affected by it; what is the political context; what different groups and institutions are stakeholders; what are the links between different organisations, what policies are concerned, and how are they implemented? The situation analysis will look at the situation

in terms of rights which have been violated. Who are the rights holders, what are the causes of rights violations, and who are the duty bearers responsible for protecting those rights.

Situation analyses will be undertaken on a potential forest industry cluster by cluster basis starting with Makete and progressing to Njombe and Mafinga/Mufindi.

Planning: This will involve substantial contribution to the programme inception phase work plan, programme document, annual work plans and other ad hoc planning as needed pursuant to ensuring that planning is based on sound situation analysis and HRBA impact assessment and complies with the requirements for results based management as detailed in current MFA guidelines. Improvement of the programme results chain including selection of indicators will be an early priority.

Participate in preparing the inception report with recommendations for required changes in the programme document including revised results framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions, and plan for monitoring, evaluation and feedback.

Implementation: This will be the major concern of the Socio-economist who will start by ensuring the all concerned programme staff and partners are both properly oriented and trained. The Socio-economist will plan, oversee and ensure quality in HRBA and gender training for staff and service providers during the inception phase.

Manage interventions on formation and organization development of TGAs at TTGAU, District and TGA levels.

Manage interventions on formation and organization development of small and micro scale enterprise associations along the value chain.

Contribute strongly to both results based management and quality control of people centred aspects of Programme activities.

Monitoring, evaluation and feedback: The socio-economist will take the lead in time bound periodic monitoring of outcomes on people, of programme interventions, in order to facilitate Results Based Management. This will involve baseline surveys and timely periodic monitoring against selected indicators. In addition, the socio-economist will lead participatory monitoring by programme beneficiaries according to their own indicators to provide frequent feedback from the beneficiaries direct to senior programme management, including the CTA, as well as external auditors and evaluators.

Duration: 36.5 months

Duty station: Iringa

The Market Systems Development Specialist

Responsibilities

Reports directly to CTA and supports, as necessary.

The Market Systems Development Specialist will apply a market systems approach to interact with market actors in the SH forestry and wood industry sector including but not limited to: a) suppliers of equipment and services to both growers and processors; b) small scale tree growers organised into tree growers associations; c) forest harvesting and wood haulage contractors; d) micro, small and medium wood processors. The Incumbent will identify and engage regional private sector partners who can support the aims of the activity and are willing to invest in providing high quality goods and services to value chain actors. Specifically, the Market Systems Development Specialist will:

- Identify market actors, assess end markets, develop value chain maps, identify challenges and opportunities, and market-based solutions to integrate small-scale producers into their supply chains and commercial distribution networks by conducting market research, mapping, consultation workshops etc. and design appropriate market driven interventions.

- Develop a detailed inventory of contacts in private sector companies and other relevant stakeholders and build relationships with private companies and other relevant stakeholders serving value chain actors in the SH.
- Conduct business feasibility studies for innovative products and services
- Support business planning at all levels and support enterprises in accessing finance
- Facilitate, monitor and provide feed-back for successful implementation of the designed interventions at field level.
- Provide capacity building support to programme staff and beneficiaries
- Improve and adapt PFP design through internal and external collaboration and learning.
- Arrange & facilitate different events at regional level.
- Coordinate with the public sector, public-private institutions, PFP partners and associated stakeholders in SH.
- Collect stakeholder reports, generate reports, case studies and other communications as necessary.

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Southern Highlands

The Monitoring and Evaluation Expert

Duties and Responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Designs and undertakes baseline and periodic surveys to facilitate results-based management of the Programme.
- Ensures that the planning, implementation, monitoring and evaluation processes of PFP 2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible.
- Supports tendering of survey work that is best implemented by service providers
- Supports the PSC with secretariat (meeting minute taking) duties
- Provides training to staff and service providers on survey protocols and procedures
- Supports development of programme information management system, forest information system and market information system
- Supports development of Forest information system for Makete villages.
- Drafts periodic reports
- Undertakes specific assignments as may be required by the CTA from time to time

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Iringa and Southern Highlands

The Database Management and IT support officer

Duties and Responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Troubleshoot system and network problems and diagnosing and solving hardware or software faults.
- Installing and configuring computer hardware, software, systems, networks, printers and scanners.
- Planning and undertaking scheduled maintenance upgrades of computers, gadgets
- Maintaining records of software licences
- Maintain local (LAN/WAN) information architectures (data, application, network) ensuring the system is online daily.
- Database set up and maintenance for the PFP available data
- Maintenance of the PFP website, Facebook
- Make recommendations about purchase of technology resources and hardware parts

- Responsible for information security and monitoring data backups in offices to ensure that they are completed on a regular basis
- Video conference maintenance
- Any other IT related duties that may arise

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Iringa and Southern Highlands

Land Use Planning Expert

Duties and responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Collaborate with other relevant organisations to obtain highest possible compatibility of GIS and other databases among all.
- Develop appropriate systems for the programme in land-use and forestry planning, GIS and monitoring.
- Assume responsibility for the programme's IT dimension, monitoring the system and ensuring information security.
- Manage the monitoring of the information system.
- Provide training in land-use and forestry planning, GIS, and mapping, including best practices.
- Prepare land-cover and biodiversity maps for guiding and informing the VLUP process.
- Train VLUP teams to use spatial planning tools and GIS
- Assist in preparing VLUPs for targeted villages.

Duration: 38 months

Duty station: Iringa

The Forest Industry Cluster Coordinator Makete

Duties and Responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Progress Makete Forest Industry Cluster Development in collaboration with Regional and District business councils, District and Village Government, TGAs and TFS.
- Develop approaches for PFP 2 to most effectively stimulate forest industries whilst ensuring equitable distribution of benefits.
- Provide on-the-job training to six extension officers and twelve extension workers.
- Contribute to timely programme planning, data management and reporting.
- Establish links with OSHA and NSSF to promote occupational safety and health in the industry and to promote social security provisions for temporary as well as permanent labour

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Makete

The Forest Industry Cluster Coordinator Njombe

Duties and Responsibilities

Reports directly to CTA and supports, as necessary. Specific tasks include:

- Progress Njombe Forest Industry Cluster Development in collaboration with Regional and District business councils, District and Village Government, TGAs and TFS
- Maintain close collaborative links with the Forest Industry Cluster Coordinator (Makete)

- Negotiate with preselected villages for year 2 and establish MoUs between the willing villages and PFP 2
- Provide technical support to the Tanzania Tree Growers Associations Union.
- Contribute to timely programme planning, data management and reporting.
- Establish links with OSHA and NSSF to promote occupational safety and health in the industry and to promote social security provisions for temporary as well as permanent labour

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Njombe

The Forest Industry Cluster Coordinator Mafinga

Duties and Responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Progress Mafinga/Mufindi Forest Industry Cluster Development in collaboration with Regional and District business councils, District and Village Government, TGAs and TFS
- Support African Forestry and SHIVIMITA
- Maintain close collaborative links with the other Forest Industry Cluster Coordinators
- Negotiate with preselected villages for year 2 and establish MoUs between the willing villages and PFP2
- Establish links between TGAs and FWITC
- Plan forest industry cluster development support for year 2
- Contribute to timely programme planning, data management and reporting.
- Establish links with OSHA and NSSF to promote occupational safety and health in the industry and to promote social security provisions for temporary as well as permanent labour

Duration: Long term recruitment February to December 2020 based on receipt of application and competitive open selection procedures with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: FWITC, Mafinga

The Forestry Extension Officers

Duties and Responsibilities

- Subject to satisfactory completion of training; be deployed to cluster of forest rich villages where will report to concerned forest industry cluster coordinator; and take responsibility for forest value chain development directly in assigned villages; and support VET graduate extension workers to do the same in their assigned villages.
- Support TGAs in woodlot management planning directly and train others such as TGA members, TGA Facilitators, Extension Workers in providing woodlot management planning services.
- Maintain close cooperation with district and village government.
- Participate in baseline surveys and contribute to periodic reports as required
- Support formation and development of tree grower associations throughout assigned area
- Ensure all TGAs are systematically strengthened on TGA administration, financial management and administration, plantation management (establishment, fire protection, pruning, thinning and harvesting)
- Ensure all TGAs have constitutions, bylaws and bank accounts and are registered with district government.
- Ensure TGAs provide services to growers on group fire management, pruning, thinning, harvesting and marketing.

- Ensure that the planning, implementation, monitoring and evaluation processes of PFP 2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible.
- Take personal responsibility for own occupational health and safety as well as for all extension workers and project service providers insisting on use of personal protective clothing and equipment

Duration: January to December 2020 (dependant on successful completion of internal training) with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Southern Highlands

Wood Industry Extension Officers

Duties and Responsibilities

- Subject to satisfactory completion of training; be deployed to cluster of forest rich villages where will report to concerned forest industry cluster coordinator; and take responsibility for forest value chain development directly in assigned villages; and support VET graduate extension workers to do the same in their assigned villages.
- Supervise extension activities of FITI VET graduate workers
- Maintain close cooperation with district and village government.
- Participate in baseline surveys and contribute to periodic reports as required. Monitor prices along the value chain and report.
- Support formation and development of affinity groups of entrepreneurs with similar interests along the value chain and work with them to provide entry point support on business planning and demonstrations of appropriate technologies.
- Organise FWITC support on capacity building
- Promote improved business practices directly through awareness, demonstration and training.
- Promote awareness and compliance with OSHA and NSSF.
- Ensure that the planning, implementation, monitoring and evaluation processes of PFP2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible.
- Take personal responsibility for own occupational health and safety as well as for all extension workers and project service providers insisting on use of personal protective clothing and equipment

Duration: January to December 2020 (dependant on successful completion of internal training) with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Southern Highlands

Forestry Extension Worker

Duties and Responsibilities

- Subject to satisfactory completion of training; be deployed to cluster of forest rich villages where will report to concerned forest industry cluster coordinator; and take responsibility for forestry development
- Participate in baseline surveys and contribute to periodic reports as required. Monitor prices along the value chain and report
- Support formation and development of tree grower associations throughout assigned area
- Support woodlot owners in preparation of simple woodlot management plans that conform with best silviculture operating practices.
- Ensure all TGAs are systematically strengthened on TGA administration, financial management and administration, plantation management (establishment, fire protection, pruning, thinning and harvesting)
- Ensure all TGAs have constitutions, bylaws and bank accounts and are registered with district government.

- Ensure TGAs provide services to growers on group fire management, pruning, thinning, harvesting, and marketing.
- Ensure that the planning, implementation, monitoring and evaluation processes of PFP2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible.
- Promote awareness and compliance with OSHA and NSSF.

Duration: January to December 2020 (dependant on successful completion of internal training) with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Southern Highlands

Wood Industry Extension Worker

Duties and Responsibilities:

- Subject to satisfactory completion of training; be deployed to cluster of forest rich villages where will report to concerned forest industry cluster coordinator; and take responsibility for forest value chain development
- Maintain close cooperation with village government.
- Participate in baseline surveys and contribute to periodic reports as required. Monitor prices along the value chain and report.
- Support formation and development of affinity groups of entrepreneurs with similar interests along the value chain and work with them to provide entry point support on business planning and demonstrations of appropriate technologies.
- Organise FWITC support on capacity building
- Promote improved business practices directly through awareness, demonstration and training.
- Promote awareness and compliance with OSHA and NSSF.
- Ensure that the planning, implementation, monitoring and evaluation processes of PFP2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible.

Duration: January to December 2020 (dependant on successful completion of internal training) with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Southern Highlands

The FWITC manager

Duties and responsibilities

The main duties and responsibilities will be as below:

- Lead planning, management and supervision of all activities and resources of the forestry and wood industries training centre.
- Build the profile of the FWITC and market its services.
- Oversee, monitor and evaluate implementation of all long and short courses
- Take responsibility for budgeting, accounting and bookkeeping.
- Train forestry and wood industry trainers to teach and train young and adult learners (i.e. students and apprentices) to put in practice knowledges, and most of all practical techniques of forestry and wood industries.
- Provide continuous professional development opportunities for forestry and wood industry trainers.
- Provide continuous professional development opportunities for forestry and wood industry professionals working in the Southern Highlands.
- Strengthen financial viability of the forestry and wood industries training centre by developing and managing commercial activities.
- Maintain close collaborative working relations with forestry and wood industry actors throughout Tanzania.

- Maintain close collaborative working relations with forestry and wood industry training organisations in East and South Africa.
- Maintain close collaboration with other international vocational training facilities in the forestry and wood industry sectors.
- Lead acquisition of publications including text books, reference materials and journals to ensure the facility is kept up-to-date with relevant developments and that both students and teachers have access to reference books, journals and periodicals.
- Lead procurement of FWITC equipment and consumables.
- Plan, organise and manage thematic seminars and workshops.
- Plan, organise and manage special forestry and wood technology exhibitions and trade fairs at FWITC and in local areas.
- Strengthen management of the Industry Node in Makete that has been developed by UTIIB SME group, according to the MoU between MNRT and that group.
- Prepare periodic progress and financial reports and plans and special reports as needed by MNRT and PFP

Duty Station: Forestry and Wood Industries Training Centre Mafinga.

Reporting: The FWITC training manager will report directly to ??? and coordinate with the PFP Team Leader. S/he will be supported by all PFP and MNRT staff assigned to or otherwise supporting the FWITC.

The Nursery Manager/Tutor

Duties and Responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Manage containerised tree seedling nursery at FWITC including marketing, nursery operations with strong control of costs, and financial analysis of business performance.
- Provide training and demonstration to existing and potential entrepreneurs, students and workers
- Raise seedlings for seed orchards and support seed orchard activities including harvesting and marketing of improved tree seed from supported seed orchards.
- Ensure that the planning, implementation, monitoring and evaluation processes of PFP2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible. This means attention to gender and social inclusion in training and demonstration. It also means attention to documenting all beneficiaries by support received and outcome of the support. Comprehensive beneficiary data must be maintained and communicated.
- Contribute to periodic and special reports in a scientific and timely manner.
- Take personal responsibility for own occupational health and safety as well as for all others entering the work premises insisting on use of personal protective clothing and equipment

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

This position will be reassessed in December 2020 to determine if further continued investment will be justified.

Duty station: FWITC, Mafinga

The Bioenergy Tutor

Duties and Responsibilities:

Reports directly to CTA and supports as necessary. Specific tasks include:

- Manage FWITC charcoal and briquette facilities to attain operational profitability.
- Provide training and demonstration to existing and potential entrepreneurs, students and workers, at FWITC and in villages where the programme is operational.

- Monitor charcoal and briquette prices at Mafinga, Njombe, Makete and Dar monthly and report.
- Expand market opportunities for sustainable charcoal and briquettes
- Ensure that the planning, implementation, monitoring and evaluation processes of PFP2 are as inclusive, participatory, non-discriminatory, transparent and openly accountable as possible. This means attention to gender and social inclusion in training and demonstration. It also means attention to documenting all beneficiaries by support received and outcome of the support. Comprehensive beneficiary data must be maintained and communicated.
- Contribute to periodic and special reports in a scientific and timely manner.
- Take personal responsibility for own occupational health and safety as well as for all others entering the work premises insisting on use of personal protective clothing and equipment

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

This position will be reassessed in December 2020 to determine if further continued investment will be justified.

Duty station: FWITC, Mafinga

The Forestry and -Wood Industry Tutors

Reports directly to Centre Manager and supports as necessary. Specific tasks include:

- Prepare and deliver VET level 1, 2 and 3 courses on wood processing at the FWITC
- Prepare and deliver short courses for wood industry workers at the FWITC and with the FWITC's mobile training units
- Promote female participation and avoid any social discrimination in selection of beneficiaries and monitor participation in all short and long courses by gender and vulnerability
- Identify specific support needs for women and vulnerable groups and provide this support
- Become familiar with wood industries in Southern Highlands to support MSMEs through provision of training
- Ensure that the planning, implementation, monitoring and evaluation processes of PFP II are as inclusive, participatory, non-discriminatory, transparent, and openly accountable as possible

The accountant

Reports directly to The The National Financial and Procurement Expert and supports as necessary. Specific tasks include:

- Perform monthly balance sheet, income statement and changes in financial position/budget variance analysis
- Assist with the new financial process and working with Financial Management and Procurement Expert (NFPE) and Result Areas heads.
- Investigate and report to the NFPE any inconsistencies or improprieties.
- Analyze data to ensure proper accounting procedures have been followed
- Responsible for performing special projects to improve process efficiency and performance Projects as assigned by Management
- Maintain and develop various financial models and standard templates distributed for use by all of Finance during the planning processes, ensuring quality, accuracy and focused analytic review.
- Participate on preparation of vouchers and recording of transactions on Programme accounting system in order to understand the sources of budgetary variances
- Manage Office Petty cash system
- Assist NFPE with budgeting, budget control and timely financial reporting
- Serve as a Fixed Assets Manager

- Create and maintain appropriate record and filing sub-systems for the office
- Other duties as may be reasonably assigned from time to time

Administrator

- Act as receptionist and answer telephone
- Monitor the office website, ensure it is kept up to date and deal with enquires to the programme website
- Take care of the all programme correspondences, consultant reports, meeting minutes and other important records ensuring that they are properly managed and that hard copies are made available as needed and that the soft copies are correctly archived on the network attached storage.
- Manage store and stocks of office supplies and initiate procurements when needed.
- Support consultants in their research and data entry and management
- Support office events management
- Maintain programme contacts information complete and up to date
- Other duties as may be assigned from time to time

Annex 3 Standard MFA Terms for the Payment of Fees and Reimbursement of Costs

STANDARD TERMS

FOR THE PAYMENT OF FEES AND REIMBURSEMENT OF COSTS

Applicable to service providers providing services in the field of development co- operation

1.6.2012

Issued by
the Ministry for Foreign Affairs of Finland, Department for Development Policy
2

These are the Standard Terms for the payment of Fees and reimbursement of costs to projects/programmes scheduled for the duration of six months or longer in the field of development co-operation, e.g. bilateral and INGO projects/programmes. No other additional expenses may be reimbursed unless otherwise provided in the Contract.

1. DEFINITIONS

Accompanying Dependant: A Dependant who, during the assignment of an Expert/Adviser stays in the Partner Country for an uninterrupted period of at least six months.

Adviser/Expert: A person assigned by the Consultant as a professional expert to contribute to the implementation of the Project.

Assisting Personnel: Persons assigned by the Consultant to perform support Services, such as Project assistants, accountants, secretaries and drivers.

Consultant: The Service provider contracted by the Ministry.

Contract: The contract between the Ministry and the Consultant specifying the Services of the Consultant.

Country of Residence: The country of permanent residence of the personnel and the Dependents, not necessarily their country of origin.

Dependant: The Spouse or a Dependent Child of a member of the international Long-term Personnel.

Accompanying Dependant Child: A biological or adoptive child of a member of the international Long-term Personnel or his/her Spouse, or a child in their custody, who:

- I. Is under 18 years of age, or
- II. Is over 18 years of age but is in their custody due to illness, defect or handicap or for any comparable reason
- III. during the assignment of an Expert/Adviser stays in the Partner Country for an uninterrupted period of at least six months.

Duty Travel: Duty Travel means travel related to the execution of one's duties outside his/her permanent workplace in the Project. Any Duty Travel has to be approved by the Project's responsible management. Travel to the workplace from the person's residence and returning there is not Duty Travel.

Fee: The compensation to be paid to the Consultant in accordance with the Contract.

Home Office Coordination (HOC): Backstopping, quality control and administrative support Services provided by the Consultant's headquarters.

International/Regional Expert: A long-term or short-term Expert who is recruited by the 3 Consultant for an expatriate position

Junior Expert (JE): A Junior Expert, who is recruited by the Consultant, is a member of the Project team, typically a recent Finnish or Partner Country graduate assigned to the Project as an Expert with a capacity building aim.

Local Expert: A long-term or short-term Expert who speaks a local language and is contracted by the Consultant in the Partner Country.

Long-term Personnel: Advisers or Experts who are recruited by the Consultant and whose assignment in the Partner Country exceeds six months.

Ministry: The Ministry for Foreign Affairs of Finland.

Partner Country: The country where the assignment is carried out.

Services: The activities to be performed and the related results and outputs to be delivered by the Consultant.

Short-term Personnel: Advisers or Experts who are recruited by the Consultant and whose uninterrupted assignment in the Partner Country does not exceed six months.

Accompanying Dependant Spouse: The husband, wife or registered partner or cohabitant of a member of the international Long-term Personnel, who during the assignment of an Expert/Adviser stays in the Partner Country for an uninterrupted period of at least six months

Technical Assistance (TA): Expert Services assigned for a project/programme.

Travelling Regulations: The Finnish State's Travelling Regulations in force.

2. FEE

The Fee shall be paid to the Consultant as a time-based Fee in accordance with a rate provided for in the Contract and on the basis of the work actually carried out and recorded.

No Fee shall be paid for periods of vacation, illness or other incapacity for work, or for parental leave. Home leave travel days of the personnel in accordance with paragraph 3 are considered to be included in periods of vacation. The time-based Fee is calculated on the basis of an approved timesheet attached to the invoices.

2.1. Long-term Personnel

The rate applied to a time-based Fee, as provided for in the Contract, is a monthly rate where one month is equal to 21 working days and one working year is equal to 10.5 months.

For the purpose of calculating the daily rate, the monthly Fee is divided by 21. For invoicing, the daily rate is multiplied with the number of actual and official working days in the Partner Country or elsewhere on duty travel according to approved workplan.

Exceptionally, due to a special reason, the long-term personnel may work during weekends. In such a case, no compensation for overtime will be made, but the personnel is entitled to hours/days off equal to the number of hours/days of overtime. Such an arrangement shall be agreed upon between Long-term Personnel and his/her Employer i.e. Consultant.

2.2. Short-term Personnel

The Fee provided for in the Contract is either:

- i. A monthly rate where one month is equal to 21 working days, or
- ii. A daily rate where one day is equal to 8 working hours. The monthly rate is divided by 21 to get the daily rate.

For invoicing, the daily rate is multiplied with the number of actual and official working days in the Partner Country.

The Short-term Personnel may, however, as agreed in the Contract and in accordance with the applicable labour legislation, actually work and be paid for 6 working days per week regardless of the number of official working hours/days in the Partner Country. The total number of working days defined in the Contract may not be exceeded.

2.3. The Fee for International and Local Experts shall include, although not exclusively:

1. Basic salary,
2. Social security charges and other compulsory payments to be made by the employer,
3. Overhead costs and profit of the Consultant,
4. Liability and indemnity as well as travel, baggage and home insurances, - required physical examinations and vaccinations of the personnel, and
5. Compulsory payments according to the legislation of the Partner Country.

2.4. Assisting personnel

No Fee shall be paid for Assisting Personnel. Only the payment of salary, including compulsory social security charges and other payments to be made by the employer, will be reimbursed. The labour legislation of the Partner Country will be applied. The relevant contractual relation is between the Consultant and the individually employed Assisting Personnel or in exceptional situations between the Consultant and the firm providing the Assisting Personnel. Such reimbursement will be made against invoices and on the basis of the amount of work actually carried out and recorded.

All costs and expenses related to the assignment of Assisting Personnel, with the exception of possible overhead costs, management fees or profit, are reimbursable unless otherwise specified in these Standard Terms. Assisting Personnel will be compensated for overtime.

2.5. Junior Expert

The management fee of 20%, calculated based on the gross salary, will be reimbursed. In addition to the base salary, compulsory social security charges and other payments to be made

by the employer, will be reimbursed. All costs and expenses will be reimbursed as for the international long-term experts indicated in the Chapter 2 and 3.

2.6. Home Office Coordination (HOC)

Home Office Coordination includes backstopping, quality control and administrative support Services related to the management of the Project and its personnel. The scope of the Services is defined in the related annex of the Contract, based on the Consultant's tender and the Ministry's requirements for the HOC.

The fixed Fee for administrative Services is EUR 1.000,00 per calendar month. The costs of quality control and backstopping shall be included in the Fee for the consultancy Services. Additional Services/costs may be invoiced only if separately agreed upon with the Ministry.¹

The travel costs of regular and otherwise agreed missions will be reimbursed as stated in these Standard Terms. If need for an additional support mission arises from problems with the performance of the TA team, no separate travel compensation is paid.

3. REIMBURSABLE COSTS

The Ministry will only reimburse verifiable and reasonable costs accrued to the personnel. The reimbursable costs and the maximum amounts to be paid are defined below. In case of divergence between these Standard Terms and the Finnish State's Travelling Regulations, the Standard Terms shall prevail.

3.1. The expenses of the international Duty Travel of all Experts shall be reimbursed as follows:

1. Travel expenses in accordance with the Travelling Regulations. Reasonable travel expenses will be reimbursed in accordance with the most economic route and means of transport available for the journey between the home country and the Partner Country and on duty travel to third countries. The maximum reimbursement is made according to the rate of a reasonable economy class ticket,
2. Hotel expenses in accordance with the Travelling Regulations, The Ministry will review the fee every second year starting from September 2014.
3. Airport tax,
4. Visa and passport charges, unless paid by the Partner Country,
5. Return taxi fares to the air bus terminal or airport,
6. Travels to the locality of the airport on the basis of the most economic route and means of transport,
7. Daily allowances in accordance with the Travelling Regulations provided that the assignment does not exceed six months,
8. For the long-term experts' daily allowances will be paid for the relocation travel once when moving in and once when moving out from the partner country.

3.2. Duty Travel in the Partner Country

In respect of the expenses of the personnel's official travel in the Partner Country, reimbursement will be made as follows:

1. Travel expenses including hotel expenses, in accordance with the Travelling Regulations. The journey shall be made by using the most economic and reasonable route and means of transport. Flight tickets shall be compensated for at the rate of a reasonable economy class ticket, at the maximum.
2. 50 % of the daily allowance under the Travelling Regulations. A daily allowance is payable for travel in the Partner Country only when it is necessary for the personnel to stay overnight outside the place of their residence.
3. Using a private vehicle for official travel shall be allowed only exceptionally
4. and when there is no Project vehicle available or no other means of transportation are available. In this case compensations shall be paid according to the Travelling Regulations.
5. As a rule, private use of project motor vehicles is not allowed. Exceptionally, when conditions are such that private use of project motor vehicles is needed, representative of the Consultant authorises the use. The user of a Project motor vehicle shall pay mileage compensation as paid in the Finnish diplomatic mission in charge of the Partner Country for the private use of diplomatic mission vehicle.

3.3. Home leave travel

As for the compensation for travel expenses related to home leave, the international Long-term Personnel have the right to travel to their country of residence once during the first two years of the assignment and thereafter once a year.

The last home leave must be taken no later than three months prior to the end of the assignment. The international Long-term Personnel may choose the route and means of transport but the reimbursement of travel expenses related to home leave shall be effected as follows:

1. Return ticket. The maximum reimbursement shall be based on the rate of a reasonable economy class ticket,
2. Reasonable transport costs between the residence and airport in the duty station and equally in the Country of Residence,
3. Airport tax.

The expenses of an Accompanying Dependant of a member of the International Long-term Personnel entitled to home leave shall be reimbursed provided that he/she returns to the Partner Country for a further stay of at least six months before the end of the assignment of the said member of the international Long-term Personnel.

The international Long-term Personnel entitled to home leave and their Accompanying Dependents may, instead of the country of residence, also choose to travel to a third country.

The reimbursement shall always be made up to an amount not exceeding the costs of a reasonable economy class return ticket between the Partner Country and the country of residence, and on the basis of the most economic and reasonable route and means of transport.

3.4. Relocation expenses

Travel of the Technical Assistance Expert personnel to and from and/or within the Partner Country at the beginning and end of the assignment will be compensated for.

The costs shall be borne by the member of the personnel and his/her Accompanying Dependents and be invoiced as one instalment within three months of the beginning/end of the assignment

The travel expenses of Accompanying Dependents will be reimbursed excluding daily allowances.

International Experts and their Accompanying Dependents may choose the route and means of transport as well as the mode of transport of baggage and personal effects.

3.5. Housing expenses

International and relocated long-term Local Experts are under an obligation to accept housing facilities of a reasonable standard. The Consultant is responsible for arranging reasonable accommodation for the international long-term and relocated Local Personnel according to these Standard Terms.

The National staff who will be locally employed by the Programme will also be considered for housing facilities which may be used in a case of the field staff as an office. The PMT will review the reasonable housing rates based on location on annual basis.

The Ministry shall reimburse a reasonable rent and reasonable maintenance costs of the accommodation arranged for International and relocated Local Experts.

If there are no proper housing facilities available or hotel accommodation is more appropriate in view of the costs and length of the International and relocated Local Expert's stay in the Partner Country, the costs of hotel accommodation will be reimbursed as provided for in the Travelling Regulations.

The housing expenses, to be reimbursed cover rent, heating, air-conditioning, water, gas or electricity and a parking place for one vehicle.

The Ministry shall reimburse reasonable costs of necessary security arrangements, such as costs of the employment of guards, or of other security Services, except for purchase of

weapons. The relevant contractual relation is between the Consultant and the firm providing the security Services, or between the Consultant and the individually employed guards.

Housing expenses shall not exceed the level defined for the civil servants of the Ministry for Foreign Affairs of Finland according to the valid decree. If housing is required in a city for which no defined ceiling price is given, the local Embassy shall define the appropriate ceiling price for the monthly rent and other reimbursable costs.

3.6. Office expenses

Unless reimbursed by the Partner, the Ministry shall reimburse mutually agreed office expenses borne in the Partner Country, such as the office rent and maintenance costs, costs of official mail/courier, telephone, telefax, Internet and photocopying services in relation to the assignment, and the subscription prices for the main local newspapers.

Unless reimbursed by the Partner, the Ministry shall reimburse any expenses related to residence or work permits required for the performance of services by the personnel.

3.7. Training and Briefing required by MFA

In cases where the assignment of a member of the personnel in the Partner Country is to exceed twelve months, he/she shall, as a rule, attend training arranged by the Ministry.

The Ministry may decide that a member of the personnel does not have to attend training if it appears dispensable considering for example his/her prior training or assignment of a comparable nature in the Partner Country which has taken place within a reasonable time before the departure.

A maximum of three days briefing provided by the Consultant to the International Long-Term personnel prior to the mobilization or start of the project, is recommended. The working days and reimbursable costs will be covered by the project budget. This briefing shall include start-up meeting with the MFA.

3.8. Compensation for loss of income and travel expenses when participating in the training

Under the main principle, loss of gross income (basic salary) shall be compensated for to the Consultant or directly to the member of the personnel concerned and his/her Accompanying Dependant Spouse. For this purpose, unemployment benefit is also considered income.

The Consultant may invoice the Ministry where it has paid the personnel a salary during the training period. This compensation for the costs incurred shall include both salary and compulsory social security charges paid by the Consultant.

In case of self-employment or unemployment, the compensation for loss of income may be paid directly to the personnel. The personnel shall present a certificate of unpaid leave of absence or loss of unemployment benefits, specifying their gross income.

The Accompanying Dependant Spouse attending training is also entitled to compensation. He/she shall present a certificate of unpaid leave of absence or loss of unemployment benefits, specifying his/her gross income.

If the member of the personnel concerned or his/her Accompanying Dependant Spouse has no income, he/she is only entitled to reimbursement of travel expenses and daily allowances.

Travel expenses, hotel accommodation and daily allowances shall be

reimbursed to the member of the personnel concerned and to the Accompanying

Dependant Spouse according to the provisions of the Travelling Regulations. Reimbursement of travel expenses shall, as a rule, be paid to the personnel against an approved claim submitted at the end of the training period. The travel expenses claim shall cover both the member of the personnel concerned and his/her accompanying Spouse entitled to compensation. The reimbursement shall be made in instalments upon presentation of invoices accompanied by travel tickets and receipts.

4. Education of Accompanying Dependent Children

4.1. Length of reimbursable education

Reasonable costs resulting from the education of an Accompanying Dependant Child in the Partner Country may be reimbursed as long as the child is subject to compulsory education under the legislation of his/her country of residence.

The education of children under the Finnish legislation shall be reimbursed as long as the children concerned are subject to compulsory education under the Finnish Basic Education Act (628/1998, "Perusopetuslaki").

According to the Basic Education Act, compulsory education starts in the year when the child turns seven. Compulsory education lasts ten years starting from the moment when it begins, unless the compulsory education is completed earlier. Compulsory education is considered completed once the child has completed a comprehensive school syllabus or has otherwise acquired the equivalent knowledge and skills. In addition, the child is entitled to preschool education in the year preceding the start of compulsory education.

Even if the national legislation of the child's country of origin does not provide for compulsory education, his/her education will be reimbursed in accordance with the sub-paragraph 4.2.

If the Accompanying Dependant Child has completed his/her compulsory education before reaching the age of 19, two thirds of all reimbursable costs of education shall be reimbursed until the end of the school year during which he/she attains the age of 19. Thereafter, no costs of education may be reimbursed.

If preschool education is available in the Partner Country, the reasonable costs of preschool education of the Accompanying Dependant Child shall only be reimbursed for one year at the maximum.

4.2. Reimbursable costs of education and preschool education

The Ministry shall reimburse the following expenses, provided that they are reasonable:

1. Registration fees,
2. School fees,
3. Compulsory insurances,
4. Necessary costs of dormitory, of which no more than 85% are reimbursed (dormitory costs including meals if they are inseparable from the total expenses of a dormitory package),
5. Reasonable expenses resulting from the purchase of an indispensable special aid for a sick or handicapped child may be reimbursed subject to consultation with the Ministry,
6. Travels between home, school and dormitory.

Expenses resulting from the education of children shall not be reimbursed if a reimbursement is already made by a third party.

Costs of education in the Partner Country's neighbouring country may be reimbursed up to an amount not exceeding reasonable reimbursable costs of education in the Partner Country, provided that there are justified reasons for the child's school attendance in the neighbouring country.

Costs of education in a neighbouring country may be reimbursed for example in the following cases:

1. The school is considerably nearer the child's home,
2. The school attendance is considerably safer in the neighbouring country, or
3. The standard of education in the Partner Country is not adequate, or
4. Special needs of the child relating to an illness, defect or handicap require special aid or education which is not reasonably available in the Partner Country.

If there are justified reasons, the reasonable expenses of a tutor may be reimbursed subject to consultations with the Ministry. The employment of a tutor may be approved for example when:

1. School attendance in the Partner Country or its neighbouring country cannot be reasonably arranged by other means, or
2. School attendance without a tutor would be excessively difficult or dangerous to the child.

5. Additional expenses

Any travel expenses related to the extension of the validity of the work permit or the resident permit of a member of the international Long-term Personnel or of an Accompanying Dependant shall be reimbursed.

Annex 4 Charts of Accounts

PPF II: Operations Costs and Expense Codes	
100 TECHNICAL ASSISTANCE FEES	
110	Technical Assistance Fees, International
111	Chief Technical Adviser
112	Forest products senior expert
119	Pool of short-term experts, International
120	Technical Assistance Fees, National
121	Socio-economist
122	Market systems expert
123	Financial Manager
124	Information systems expert
125	Monitoring and evaluation expert
126	Forest industry cluster coordinators (n=3)
127	Training and extension expert
128	Land-Use Planning Expert, National
129	Pool of short term experts, National
200 ADMINISTRATIVE COSTS	
210	Staff
211	HR Manager/General office manager
214	Accountant/cashier (n=2)
215	Administrative Assistant
216	IT service provider
217	VAT for the national consultants
219	Home Office Coordination Fee (HOC)
220	TA reallocation
223	Family & moving costs, international
224	Family & moving costs, national
230	TA housing
231	Housing (long term housing international experts)
232	Housing (long term national experts)
233	Housing national, other than TA experts)
239	House security
240	Duty Travel
241	Duty travel in country (all costs)
242	International travel (including leaves, repatriation)
249	HOC travel (all costs)
280	Office Running Costs & Other Expenditures
281	Office supplies (stationary, computer cables, copying paper etc.)
282	Telecommunication and internet
284	Other services (eg. printing, copying)
285	Bank charges
287	Internal training
288	Other expenditures
289	CS and SB costs
300 External audit	

	311	External audit
400	Project activities; result areas 1&2	
	401	Project activities; result areas 1
	402	Project activities; result areas 2
500	Programme operational costs	
	501	Programme operational costs
600	Out grower scheme	
	601	Out grower scheme
700	Joint M&E Missions	
	701	Joint M&E Missions
800	Contingency	
	801	Contingency

PFP II : Operational Cost Codes

400	Programme operational costs Result area 1 & 2	
401	Result area 1: Tree Grovers	
	Output 1.1 Private forestry organizations are strengthened	
	Output 1.2 Stakeholders capacity in tree growing has been strengthened	
	Output 1.3 Tree growers' access to forest finance increased and diversified	
	Output 1.4 People have increased capacity and resources to manage fires	
	Output 1.5 Strengthened communication	
	Output 1.6 Institutionalization of private forestry	
402	Result 2: SME value adding processors	
	Output 2.1 Capacity of SMEs and their employees strengthened	
	Output 2.2 Increased access of SMEs to financing	
	Output 2.3 Improved quality of products along the processing value chain	
	Output 2.4 Improved communication between SMEs, wood producers and clients	
	Output 2.5 Policy and partnership support	

Annex 5 Incident Report

REPORTED BY: _____ DATE OF REPORT: _____
TITLE / ROLE: _____ INCIDENT NO.: _____

INCIDENT INFORMATION

INCIDENT TYPE: _____ DATE OF INCIDENT: _____
LOCATION: _____
CITY: _____ STATE: _____ P O BOX: _____
SPECIFIC AREA OF LOCATION (if applicable): _____

INCIDENT DESCRIPTION

Parties involved: Victim (Perpetrator)
Full chronological description of the incident:
Impact of the incident on the Project
(identify the parties affected): What has been done about the incident – actors and actions? Justification for actions taken. Additional help needed from PMT

NAME / ROLE / CONTACT OF PARTIES INVOLVED

- 1. _____
- 2. _____

LESSONS LEARNT FROM THE INCIDENT:

Identification of possible failure of procedures or staff that contributed to the incident, and recommendations for remedial or disciplinary action (if any):

Other lessons learnt from the incident

Other findings/recommendations:

POLICE REPORT FILED? _____ PRECINCT: _____
REPORTING OFFICER: _____ PHONE: _____

FOLLOW-UP ACTION

SUPERVISOR NAME:		SUPERVISOR SIGNATURE:		DATE:	
-------------------------	--	------------------------------	--	--------------	--

Forwarded to the Embassy of Finland/Ministry of Natural Resources and





Indufor

Project No 8270

CONTRACT FOR THE PROVISION OF SERVICES

1. Services

Indufor Oy, and (hereinafter the “Consultant”) hereby enter into an agreement whereby the Consultant will work in the capacity of Indufor’s sub-consultant for the project.

The scope of the services is as described in the attached Terms of Reference (Annex 1).

Address:

Telephone:

Email:

ID Number/Date of Birth:

2. The Project services are performed in the following Project:

Project name:	Participatory Plantation Forestry Programme Phase 2
Project number:	8270
Country:	Tanzania
Duty station:	Iringa, Tanzania
Client:	Ministry for Foreign Affairs of Finland (MFA)
Representative of the Client:	Jenni Sjöberg
Recipient organisation:	MNRT
Principal Contractor:	Indufor Oy
Project Team Leader:	Michael Hawkes
Home Office Coordinator:	Thomas Selänniemi
Representative of the contractor in Finland:	Thomas Selänniemi

3. Remuneration

Subject to satisfactory completion of services the Consultant will be paid a maximum remuneration of The payments will be made monthly at One month equals 21 working days and the daily working time is 8 hours.

No overtime compensation will be paid. If the Consultant has to work overtime on Saturdays or Sundays due to the nature of the work, e.g. compulsory meeting with local staff, those days can be taken as extra holidays on the condition that the actual project work is not jeopardized. All such arrangements have to be approved by the HOC.

Bank Holidays are days off according to the local calendar in the Country of Work.

4. Travel expenses

The Consultant will be reimbursed for the costs of accommodation, daily subsistence and other miscellaneous costs (e.g, taxis, airport taxes, etc.) for each night the Consultant spends away from his normal place of residence for carrying out the services. Please note that only receipted costs will be reimbursed. The daily subsistence allowance will be ___per day based on the Government of Tanzania rates

5. Out of Pocket Expenses

Other expenses which the Consultant may incur for the direct purpose of carrying out the assignment will be reimbursed only where agreed in advance between the Consultant and the CTA.

6. Advances

No advances will be paid without a separate agreement.

7. Payments

Monthly payments, in respect of remuneration, will be made by PFP2 Project as agreed with the CTA.

8. Timing

The Consultant's engagement will commence on and be completed no later than the estimated completion date, three months from the start date.

9. Legal Obligations

The Consultant agrees to obey all laws and regulations in effect in the country of assignment. In the case of severe violation of any such rules, which may cause Indufor client to request termination of the Consultant's engagement, this contract shall lapse at the date of such termination.

10. Professional Standards

The Consultant agrees to abide by the customary standards of the consulting profession. During the period of the contract the Consultant will devote his/her whole time and attention to the performance of the assignment and act with due diligence and efficiency and in accordance with the services outlined in this contract. The Consultant will refrain from making any public statements regarding the project of assignment without the prior approval of Indufor. All reports, notes, specifications, statistics and plans he/she compiles in the performance of the assignment shall be the property of Indufor and may not be used for any purposes unrelated to the assignment without the prior approval of Indufor.

11. Quality Management

Indufor has established procedures for quality management system and develops them continually with the objective to improve client satisfaction.

QMS is applied in all projects, for which Indufor provides services as the lead company. Indufor's consortium partners, subconsultants and subcontractors will be familiarised with the QMS and by signing this contract, agree to adhere to the procedures of the QMS.

12. No employment rights

The Consultant's services are provided as a sub-contractor to Indufor, and therefore the Consultant will have no rights under any government legislation of future enactment's which are related specifically to employees of Indufor. Similarly, the Consultant will have no entitlement to sickness pay, paid holidays, pension membership or any other benefit plans or fringe benefits, which apply to employees of Indufor.

The Consultant is and shall remain an independent contractor. The Consultant is not an agent, employee or partner of Indufor, and shall not (and shall ensure that non-Expert(s) or Consultant personnel shall) hold itself out as such. Accordingly, neither the Consultant nor any Expert(s) or Consultant personnel is authorised, nor shall it purport to be authorised, to create obligations binding on Indufor.

13. Taxes

The Consultant is fully responsible for meeting the commitments related to this contract with respect to taxes and other deductions and payments levied.

14. Insurance

The Consultant will be responsible for his/her travel, health and life insurance as well as insurance against third parties, and to provide proof of the insurance to Indufor (for example copy of the policy). Indufor is not liable for any claims arising from the lack of adequate insurance cover by the Consultant.

15. Workplace Health and Safety

The Consultant is required to adhere to any rules or specific regulations relating to health and safety at work issued by Indufor, and any such regulations in force in premises visited engaged on assignments under this contract.

16. Premature Termination of the Contract

Both contract parties are entitled to terminate this contract on the condition that the notice is given three months prior to the termination.

If either party wishes to prematurely terminate the contract or does not honour the agreed workplan for any other reason than external reasons (see below), the non-compliant party is obliged to pay the other party a penalty of 10 000 EUR within one month of the non-compliance.

In addition, the contract can be terminated by Indufor with immediate effect in the event that (i) the Consultant materially breaches any provision of this contract or is unable to perform the Services in accordance with this contract, or (ii) due to request by the Client to terminate the Consultant's work in the project.

In addition, the contract can be terminated due to external reasons not depending on the contract parties, i.e. termination of the project due to political or natural instability.

17. Disabilities

By accepting this contract, the Consultant assures that he/she is in good health and not subject to any physical or mental disability, which may interfere with his/her performance of the services outlined here. If at any time during the engagement, whether for reasons of health or otherwise, the Consultant fails to perform or complete the assignment in an adequate manner, Indufor reserves the right to terminate this contract or to limit payments in respect of remuneration as provided for under clause 3.

18. Confidentiality

The Consultant will not, without the written consent of Indufor, remove documents belonging to Indufor, its clients or any third party from the premises where the Consultant is working, unless this is a requirement of the services. Upon termination of this contract and/or the Consultant will hand all such papers to Indufor.

For the purposes of this contract, "Confidential Information" shall include all business and/or technical information (i) concerning the terms and conditions of this contract, (ii) concerning any systems, methods, processes, ideas, specifications, data, know-how, drawings, facts, figures, operations, research and development efforts, inventions, trade secrets, computer software, plans, intentions, market opportunities, vendor and customer relationships, finances and other business operations and affairs of Indufor or its clients, or other information of whatsoever nature which shall become known to the Consultant in the course of or arising out of the work for Indufor, and (iii) of third parties that Indufor maintains in confidence, disclosed to the Consultant in written and/or other materials, through the access of Consultant personnel or Expert(s) to the premises, equipment or facilities of Indufor or any of its affiliates or by oral communication with employees, consultants or agents of Indufor or its affiliates, and all tangible embodiments of such information, except where such information was in the public domain, and the Consultant will at all times keep the same in strict confidence and take all reasonable steps necessary to ensure that the same is not disclosed by other employees or sub-contractors of Indufor.

The Consultant shall (i) keep all Confidential Information confidential, (ii) maintain tangible Confidential Information in a secure location, (iii) not use Confidential Information for any purpose other than in accordance with this contract, and (iv) not disclose Confidential Information to any person other than the Expert(s) and Consultant personnel who have a need to know such Confidential Information in order to provide the Services and (v) notify Indufor immediately if the Consultant is requested or required to disclose any Confidential Information to a third party in connection with any civil or criminal investigation or any judicial or administrative proceeding so that Indufor may if it so chooses seek an appropriate protective order.

The Consultant will observe complete secrecy and the strictest confidence with regard to Confidential Information which may come to his/her knowledge in the course of performing the Services and the Consultant will not impart to any person or body any Confidential Information relating thereto (except to persons within Indufor to whom it is necessary to pass such information during the course of your work), unless he/she is authorized in writing to do so by or on behalf of Indufor.

Any interventions, discoveries or improvements in systems, methods and processes the Consultant makes in the course of this contract, shall be disclosed to Indufor forthwith and shall belong to and be the absolute property of Indufor or the clients to whom we are contracted.

The Consultant will accept that the above provisions and the applications of confidence imposed on him will continue to be binding notwithstanding the termination of this contract with Indufor, howsoever such termination shall occur.

Within 15 days of the termination or expiration of this contract for any reason (or of an earlier date that Indufor may request), the Consultant shall return to Indufor all materials in whatever form containing any Confidential Information including, without limitation, all documents, data, specifications, samples, drawings, designs, software and other materials of Indufor, together with any reproductions of the same.

19. Conflicts of Interest

As part of the terms of this contract the Consultant confirms that:

- Neither the Consultant nor any close associates or relatives of the Consultant have any interests in organisations, whether there be suppliers of goods and/or services to Indufor or any enterprise that has a business relationship with Indufor, which might constitute a conflict of interest.
- The Consultant undertakes from this date onwards, whilst under contract with Indufor, to inform them if the Consultant’s position change in respect of the above declaration.

20. Applicable Law and Dispute Resolution

This Agreement shall be solely governed by, and construed and interpreted in accordance with, the laws of Finland, without reference to any conflicts of law principle that would apply the substantive laws of another jurisdiction to the Parties’ rights or duties.

The Parties of this contract agree to settle their disputes by negotiation. Should a negotiated settlement not be reached, the dispute, controversy or claim arising out of or relating to this contract, or the breach, termination or validity thereof, shall be finally settled by arbitration in accordance with the Arbitration Rules of the Finland Chamber of Commerce by a single arbitrator. The arbitration shall be held in Helsinki, Finland, in the English language. The award shall be final and binding on the Parties and enforceable in any court of competent jurisdiction.

21. Contract Alterations

The terms of this contract shall be altered only by written mutual agreement.

22. Indufor Values and Policies

It is the responsibility of the Consultant to be aware of and abide by the Values, Environment Policy Security Policy and Anticorruption Policy of Indufor, as well as the Quality Management System, copies of which are attached.

If the foregoing terms and conditions of this contract are acceptable, please sign and return the enclosed copy.

INDUFOR Oy	Consultant
Signature:	Signature:
Name: Michael Hawkes	Name:
Position: Chief Technical Adviser	
Date:	Date:

These lists of Annexes should also be prepared together with this contract:

1. Terms of Reference
2. Indufor Values
3. Indufor Environment Policy
4. Indufor Security Policy
5. Indufor Anticorruption Policy
6. Personal Information
7. Time Sheet for Expert
8. Description of Indufor’s QMS

Annex 7 Travel and vehicle request

Participatory Plantation Forestry Programme
Travel and vehicle request

Name: _____

Designation: _____

Purpose of travel: _____

Departure date and time: _____

Returning date and time: _____

Destination: _____

Name and position of those applying to travel:

	Name	Position

Transport facilities required:

Signature: _____ Date: _____

Vehicle assignment:

Vehicle assigned: _____

Driver assigned: _____

Checked by:

Result area head:
Signature: _____ Date: _____

Name: _____

Approved by:

Team Leader
Signature: _____ Date: _____

Name: _____

Administration

Car Allocation
Signature: _____ Date: _____

Name: _____

Annex 8 Leave Application

Participatory Plantation Forestry Programme
Leave request

Name: _____

Designation: _____

Type of leave applied for (tick)

Annual _____

Sick _____

Other _____

If other please explain: _____

Number of leave days: _____

Starting date: _____

End date: _____

Leave days after the leave: _____

Duties handed over to: _____

Signature: _____

Date: _____

Checked by:

Result area head:

Signature: _____

Date: _____

Name: _____

Financial department:

Signature: _____

Date: _____

Name: _____

Approved by:

Team leader:

Signature: _____

Date: _____

Name: _____

Annex 9 Procurement Request

Participatory Plantation Forestry Programme
Procurement request form

Name: _____

Designation: _____

Purpose: _____

Result area: _____

Output: _____

Activity: _____ Currency: TSH _____

Item	Unit	Price/unit	Total
			-
			-
			-
			-
			-
			-
			-
			-
Total			-

Signature: _____ Date: _____

Procurement method recommended by the financial department:

Checked by:

Result area head:
Signature: _____ Date: _____

Name: _____

Financial department:
Signature: _____ Date: _____

Name: _____

Approved by:

Team leader:
Signature: _____ Date: _____

Name: _____

Annex 10 Expense Reimbursement Claim

Participatory Plantation Forestry Programme
Expense reimbursement form

Name: _____

Designation: _____

Purpose: _____

Result area: _____

Output: _____

Activity: _____ Currency: _____

	Item	Unit	Price/unit	Total
Total				

Signature: _____ Date: _____

Mode of payment (tick)

Cash _____

Cheque _____

Bank account _____

Checked by:

Result area head:
Signature: _____ Date: _____

Name: _____

Financial department:
Signature: _____ Date: _____

Name: _____

Approved by:

Team leader:
Signature: _____ Date: _____

Name: _____

Annex 11 Advance Request

Participatory Plantation Forestry Programme
Advance request form

Name: _____

Designation: _____

Purpose: _____

Result area: _____ Output: _____

Activity: _____ Currency: _____

	Date	Item	Unit	Price/unit	Total
					Total

Signature: _____ Date: _____

Checked by:

Result area head:
Signature: _____ Date: _____

Name: _____

Financial department:
Signature: _____ Date: _____

Name: _____

Approved by:

Team leader:
Signature: _____ Date: _____

Name: _____

Annex 12 Advance Retirement

Participatory Plantation Forestry Programme
Advance retirement form

Name: _____

Designation: _____

Purpose: _____

Result area: _____ Output: _____

Activity: _____ Currency: TZS

	Date	Item	Unit	Price/unit	Total
				Total	
Signature: _____				Advance received	
				Balance	

Date: _____

Summary of outstanding imprest (financial department to fill):

Previous advanced balance	
Add advance this period	
Balance available	
Less retirement made this period	
Cash refunded	
Balance still outstanding	

Checked by:

Result area head:
Signature: _____ Date: _____

Name: _____

Financial department:
Signature: _____ Date: _____

Name: _____

Approved by:

Team leader:
Signature: _____ Date: _____

Name: _____

Annex 13 Timesheet

PFP II Timesheet for Experts								
Expert:								
Position:								
Year:								
Month:								
Day	D	W	W E / N H	L e a v e	O t h e r	T r a v e l	Place of Performance	Remarks (short comment what you did)
1	Wed							
2	Thu							
3	Fri							
4	Sat							
5	Sun							
6	Mon							
7	Tue							
8	Wed							
9	Thu							
10	Fri							
11	Sat							
12	Sun							
13	Mon							
14	Tue							
15	Wed							
16	Thu							
17	Fri							
18	Sat							
19	Sun							
20	Mon							
21	Tue							
22	Wed							
23	Thu							
24	Fri							
25	Sat							
26	Sun							
27	Mon							
28	Tue							
29	Wed							
30	Thu							
31	Fri							
Total	0	0	0	0	0	0	Days total 0	

Date and Signature of the Expert

Approval, date and signature, CTA

Annex 14 Car Logbook

PARTICIPATORY PLANTATION FORESTRY PROGRAMME

MONTHLY DRIVING RECORDS

CAR REGISTRATION NO DFPA 496

DATE	TIME		ROUTE Detained travel route	KILOMETERS		TOTAL KM	PURPOSE OF THE JOURNEY (Reason of the journey eg Meeting)	PERSON (S) USING THE CAR	SIGNATURE
	OUT	INN		START	END				

APPROVED NAME: _____ SIGNATURE _____ DATE _____

Annex 15 Self-Made Voucher



Date:

self-made receipt

Name of Supplier:

Supplier contact details:

Mobile Phone:

Receipt No: 00001

Email address:

Details of Payments:

S/No	Item	Quantity	Price	Total

Reasons for not obtaining official receipt from supplier:

Supplier name: Signature: Date:

PPFP staff name: Signature: Date:

..... Date:

Annex 16 Exit Form

Name:

Signature

Position:

Results Area:

Date:

DIRECT SUPERVISOR:

All the work completed

All program documentation collected and Handover notes to PFP Supervisor Yes No

All technical activities completed Yes No

Direct Supervisor

Signature

.....

OPERATIONS/IT:

All equipment returned

Laptop & Peripherals: Yes No NA GPS: Yes No NA

Mobile Phone: Yes No NA Other _____

Camera + Memory Card: Yes No NA Other _____

GIS / IT Expert

Signature

Motorcycle Yes No NA Other _____

Housing & Accessories Yes No NA

Accountant / Extension Officer Signature

ADMINISTRATION:

ID Card & Medical Insurance Card returned Yes No

Admin Assistant

Signature

FINANCE:

Outstanding payments from employee received and outstanding advances cleared Yes No

Outstanding payments to employee paid Yes No

Accountant

Signature

EXIT INTERVIEW:

Yes No

Results Area Head

Signature

TEAM LEADER:

Final Approval

Yes No

Team Leader Signature

Annex 17 Back to Office template

Persons involved:					
Travel purpose:					
Travel dates:					
People met:					
Clients:					
Key words:					
Report date:					
Report Distribution:					
Result area:		Output:		Activity:	
Report:					

Annex 18 Asset (s) hand over form



ASSET (S) HAND OVER FORM

No.

Date:

Hand over to:

Name:

Designation:

Item description	Serial number	Software License	Specifications	Condition

RECEIVING PARTY:

I acknowledge receiving the above asset(s) and confirm that they shall be taken good care of and will be used for official purposes only, and will be handed back to the PFP 2 on completion of the official task and prior to the closure of the programme.

Signature

Date:

AUTHORIZATION:

The above asset(s) has been issued for temporary official use only and will be returned on completion of the official task and prior to the closure of the programme.

Authorized by

Designation: Chief Technical Advisor

Signature

Date:.....