



**PANDA MITI**  
**KIBIASHARA**  
PRIVATE FORESTRY PROGRAMME

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## ADMINISTRATION MANUAL FOR TANZANIAN TREE GROWERS' ASSOCIATIONS



United Republic of Tanzania  
MINISTRY OF NATURAL RESOURCES AND TOURISM  
Forestry and Beekeeping



MINISTRY FOR FOREIGN  
AFFAIRS OF FINLAND



## **Administration manual for Tanzanian Tree Growers' Associations**

**PFP guideline**

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**July 12<sup>th</sup>, 2018, Iringa, Tanzania**

## **Administration manual for Tanzanian Tree Growers' Associations**

This manual has been developed in collaboration between PFP, TTGAU, TGAs, MSETI development organization and NADO development organization.

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### **Recommended citation:**

Administration manual for Tanzanian Tree Growers' Associations, 2018. PFP guideline.

57 pages. Iringa, Tanzania.

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## **ABBREVIATIONS**

CBOs	Community-Based Organization
CCRO	Certificate of Customary Right for Occupancy
DED	District Executive Director
MSETI	Mseti Development Cooperation (NGO)
NADO	Njombe Agricultural Development Organization (NGO)
NGO	Non-Governmental Organization
PFP	Private Forestry Programme
SMS	Short Message Service (mobile phone text message)
TED	Town Executive Director
TGA	Tree Growers' Association
TTGAU	Tanzanian Tree Growers' Associations Union
VEO	Village Executive Officer
VFMT	Village Fire Management Team

## **INFORMATION ON THE AUTHORIZING AGENCIES:**

The Private Forestry Programme (PFP) is a Finnish government-funded development aid programme. The programme has assisted over 50 tree growers' associations in the Southern Highlands, supported the planting of over 13,000 hectares of forest and established the Tanzanian Tree Growers' Associations Union (TTGAU).

The Tanzanian Tree Growers' Association Union (TTGAU) is a central body for Tanzanian tree growers' associations established by the Private Forestry Programme in 2015. The mandate of the TTGAU is to support the administrative and technical aspects of all Tanzanian TGAs. See the benefits of joining the TTGAU in Annex 1.

## TABLE OF CONTENTS

1. Introduction.....	5
2. Developing and updating TGA constitutions.....	5
3. Selecting TGA members and representatives .....	6
4. Voting procedures .....	8
5. TGA member management .....	8
6. Registering and dissolving a TGA.....	9
7. Merging TGAs .....	9
8. Dissemination of information.....	10
9. TGA activities and registry office.....	10
10. Keeping plantation records .....	11
11. Bookkeeping and financial sustainability .....	12
12. Collaboration with other organizations.....	13
13. Conflict resolution .....	13
14. Organizing meetings.....	14
14.1. Founding meeting.....	14
14.2. Monthly meetings.....	14
14.3. Biannual and annual meetings .....	14

## LIST OF ANNEXES

Annex 1. Issues to be defined in the TGA constitution. ....	16
Annex 2. Standard annual TGA work plan.....	24
Annex 3. Standard TGA plantation record table. ....	26
Annex 4. Standard TGA bookkeeping and monthly financial reporting form. ....	27
Annex 5. Standard TGA asset list.....	29
Annex 6. Standard TGA financial report form. ....	31
Annex 7. Meeting minutes of a TGA founding meeting. ....	33
Annex 8. Example of minutes from a TGA founding meeting. ....	36
Annex 9. Example of cover letter from TGA requesting registration. ....	38
Annex 10. CV template for TGA leaders. ....	40
Annex 11. Standard TGA monthly meeting agenda. ....	42
Annex 12. Standard TGA annual and biannual meeting agenda.....	43
Annex 13. Standard TGA meeting minute taking form. ....	45
Annex 14. Standard TGA biannual and annual report template. ....	48
Annex 15. Standard list of participants for TGA meetings and events.....	52

## **1. Introduction**

The purpose of this document is to serve as a practical guide for Tanzanian tree growers' associations (TGAs) on how to properly address the institutional issues of a TGA and what to consider while operating a TGA. It was developed by the Private Forestry Programme (PFP) and the Tanzanian Tree Growers' Association Union (TTGAU). In addition to ensuring more professional operation of each TGA, the use of the manual will ensure coordinated manner of operations for all Tanzanian TGAs, which will make planning and implementing collaborative tasks easier and more effective.

Please note that this document is an organisational manual, not a technical forestry manual. It covers all key issues, from organising meetings to financial management. Thus, active use of the manual is strongly advised.

Also note that the use of this manual is COMPULSORY for those TGAs that are supported by the Private Forestry Programme (PFP). For example, ALL PFP supported TGAs must hold monthly, biannual and annual meetings and submit their meeting agendas and minutes to the PFP and the TTGAU, make annual plans and budgets and write annual reports and financial reports.

The manual should be reviewed, edited and updated when necessary, with a minimum interval of 5 years. The updating is recommended to be a centralized effort lead by the TTGAU.

## **2. Developing and updating TGA constitutions**

All TGAs should follow the guidelines of the TTGAU given below and in Annex 1. These guidelines might require that changes be made in the by-laws of individual TGAs to ensure that, for example, they include provisions to ensure the equal participation of women and members of vulnerable groups.

When a TGA is founded, it must create a constitution. That constitution must include the following issues:

1. Name of the TGA
2. Address and location of the TGA
3. Registration of the TGA with the government
4. Registration of the TGA with the TTGAU and membership in that union
5. Vision and mission of the TGA
6. Objectives of the TGA
7. Selection criteria for members and TGA leaders
8. Roles and responsibilities of TGA leaders and members
9. Staffing and outsourced support services
10. Fees
11. Disciplinary actions and fines
12. Administration schedule: meetings, financial management, plantation management, reporting
13. Planning and budgeting of TGA activities and financial sustainability
14. Support and technical advisory services for members
15. Instructions and manuals for members and leaders
16. Collaboration with other organisations and stakeholders

Details for TGA constitution-writing are given in Annex 1. The TGA constitution should be reviewed when necessary or at least every five years.

### 3. Selecting TGA members and representatives

Each TGA can decide whether to only allow natural persons as members, or if legal persons (any type of organization) are also allowed membership. If legal persons are allowed as members, it is advised that they only be allowed basic membership with no extra benefits or representation possibilities, such as a seat in any committee or a role in TGA leadership, as this could provide them with a more powerful position than natural representatives. This kind of representation bias could lead to unfair treatment of members and unfair allocation of TGA funds towards projects that benefit the legal entity instead of all members equally.

The TTGAU recommends that TGAs accept only landowners in the TGA operational area as members. They should be of legal age (at least 18 years old), reputable, hardworking and known in the community.

All TGAs are strongly advised to write a set of rules and a code of conduct in order to avoid conflicts among members. These by-laws should be developed in a participatory manner, with equal voice given to all members. A single *ad hoc* meeting can be organised to draft these, or they can be developed during a series of meetings. The latter approach is preferable as this approach increases the opportunity for all interested members to participate. At the very least, the code of conduct should state that all members must adhere to the rules of the TGA, participate in TGA activities (including all meetings and field activities), and communicate with other members in a respectful manner. All TGAs should also agree on when disciplinary action must be taken and on the nature of disciplinary actions and fines. See Annex 1 for details.

To ensure active operating possibilities, each TGA should have an executive committee, for management and organizing of activities, events, and settling conflicts between members. It is advised that only independent members (natural people) can take the role of TGA representatives and vote in election – i.e. no legal entity such as an institute is allowed to take the responsibility of representing the TGA. If some legal entity's representative is wanted as a TGA representative, it is advisable for that person to apply to become an individual TGA member (and also own forest within the village), although this does not remove the risk of conflict of interest. In general, in selection of TGA representatives, all candidates' motives for representing the TGA should be probed during the election and voting members ensure that the people they elect should be people they feel that they can trust. If voting is allowed for legal persons, they should only be given one vote per membership, just like natural TGA members, again to ensure that no unfair electoral bias opportunity is given to legal entities.

#### **TGA leaders and representatives:**

The division of responsibilities and labour between decision-makers and representatives is as follows:

- **TGA annual general meeting:** This is the highest decision-making body of the TGA with the final decision-making authority on TGA activities. The annual general meeting approves all plans and budgets. It also gives final decision in conflict issues based on a suggestion of the TGA executive committee. The general annual meeting includes all members of the TGA.
- **TGA executive committee:** The executive committee meets at least once per month. The committee is responsible for the day-to-day management of TGA, including development of TGA activities and conflict resolution. The executive committee consists of chairperson, secretary, treasurer, and two other members. The whole executive committee carries joint financial responsibility of the TGA funds.

- **TGA subcommittees:** When necessary, each TGA can form subcommittees for different tasks, for example financial committee for financial management, event committee for major events or task committees (task forces) to take care of certain bigger tasks, such as plantation establishment (land preparation, lining, marking, pitting and planting), or harvesting.
- **TGA chairperson:** The TGA chair takes care of day-to-day management, for example chairs all meetings, oversees the administrative and practical works and represents the TGA in events. Carries financial responsibility of the TGA funds, must ensure that the funds are used in rational manner that benefits all members.
- **TGA secretary:** The secretary takes care of bulk of the administrative work and organizing activities and events. Carries financial responsibility of the TGA funds, must ensure that the funds are used in rational manner that benefits all members.
- **TGA treasurer:** The treasurer is responsible for the financial management of the TGA, including preparing the budget, and works as the advisor on financial expenditure. Carries financial responsibility of the TGA funds, must ensure that the funds are used in rational manner that benefits all members.
- **TGA facilitator:**
  - a) visits every woodlot and owner every month,
  - b) ensures broad participation in TGA monthly meetings,
  - c) reports monthly to the TGA, TTGAU Committee and PFP,
  - d) broadly supports PFP implementation, and

This post is supported by PFP while the programme is in place in those villages that participate in the programme. This post can be deleted after PFP phases out, but active participation in TGA activities by all members and taking good care of forests should not be affected negatively by not having a facilitator anymore. It is recommended that those TGAs that have the financial possibility for hiring a facilitator or forester, do so to ensure professional management of their forests.
- **Village fire management team members:** Each village should have a village fire management team (VFMT). In the case of having a TGA at the village, it is strongly advised that the TGA take active role in fire prevention and management issues and appoints several of its members into the team as TGA representatives.

#### **Selecting representatives:**

The process of TGAs selecting representatives needs to be recorded, and regular rotation is advised. The TGA representatives include TGA chairperson, secretary, treasurer, facilitator, village fire team management members and potential subcommittee members. The following issues should be observed when organizing elections:

- **Free and fair:** All members get one vote in all elections. The voting should be by secret ballot, so that all members can cast their vote without others knowing who they are voting for. This prevents influential members of the TGA from putting pressure on individual members. The proceedings for the selection of all representatives should be recorded to encourage accountability. See chapter 4 for detailed instructions on voting procedures.
- **Frequency:** Elections should be held regularly, at the interval of 3 years.
- **Notification:** Upcoming elections should be announced at least 30 days in advance. Notification of the upcoming elections and candidates should also be posted well in advance. If the TGA has a notice board, it can be used for informing the TGA members on the elections and candidates. In addition, the village notice board and any other place where TGA members visit frequently can be used for disseminating the information.



- **Candidacy and campaigning:** All members must have an equal chance of nominating themselves as a candidate, but women, youth and members of vulnerable groups should be especially encouraged to run for all posts. All candidates should be identified at least 14 days before the election and given the chance to give a speech if they wish to do so. Speeches can be given either before or on the day of the election.
- **Position:** TGAs are free to decide themselves if they prefer that each candidate names the post he or she wishes to run for, or of candidates simply identify themselves as candidates on a general candidacy list, and let the other members assign a suitable post to them after selection. If the latter option is preferred, the choosing for people for posts can be done by ballot or by simple show of hands.
- **Removal:** Should a TGA representative be unable to perform his or her duties for any reason, the other TGA representatives will take over his/her responsibilities until a new representative is selected for the post. The substitute will be elected with a show of hands at the next upcoming meeting. The new election should be organized within 2 months.

#### **Changing representatives (hand-over of duties):**

When new leaders are selected for the TGA, the old leaders MUST hand over their duties, the TGA admin kit, all paperwork, assets and signatory rights to the TGA bank account within 14 days. The hand-over of bank account will be made by holding a general meeting between all TGA members who can attend. All new and old TGA leaders should be present. However, if some of the old or new leadership cannot be present, the handover can still go forward. The minutes of the hand-over meeting must be signed by all old and new leaders. If the old leaders refuse to hand over their duties in due time, the new leadership is advised to contact the TTGAU Committee and village government for conflict resolution. If no solution can be found, the leadership should then contact the district for sterner measures.

#### **4. Voting procedures**

General issues can be voted by a simple raise by hands, while elections for leadership and other representatives should be organized by secret ballot. All voting will be decided at the time of voting: whether decisions are made by 2/3 majority or by a simple majority. In the case of a tie, a second vote will be organized. The differentiating views will be presented again, and the members will vote after reconsidering. Should the vote tie a second time, the vote of the chairperson will be the deciding vote.

TGA by-laws must take into account the above guidelines or be amended to do so. If a TGA does not yet have any by-laws, they must be developed in a participatory manner. Any changes made to a TGA's by-laws need to be endorsed by the TGA general meeting. The approval of the changes is decided within the TGA and should be included in the by-laws. In the event that the TGA needs to amend its constitution, it should be made by 2/3 agreement in the general meeting.

#### **5. TGA member management**

The TGA chairperson is responsible for overseeing the conduct of other TGA leaders and members during TGA activities. Should a TGA leader or member behave in a reprimandable manner, disciplinary actions must be decided upon and implemented within two weeks. These disciplinary actions, their implementation, and their results must be openly communicated to all TGA members.

Should the conduct of the TGA chairperson be under scrutiny, a special committee shall be formed to address the issue. This committee should consist of the TGA secretary, the treasurer, and three

other TGA members. These three other members can be selected by vote if deemed necessary by the secretary and the treasurer.

All TGA members should actively participate in all joint activities. A minimum time period should be decided upon, after which disciplinary measures should be implemented automatically. These measures can include anything up to revoking membership. The TTGAU recommends a four-stage disciplinary scale that includes the following stages: 1) verbal reprimand, 2) written reprimand, 3) fine, and 4) dismissal (revoking membership with no return of paid fees). In each stage, the TGA member to be reprimanded must be given notice immediately when the decision for disciplinary actions is made and be given one month in which to make a verbal or written reply. All the details for each stage should be agreed upon in a participatory manner and included in the TGA constitution.

## 6. Registering and dissolving a TGA

**Registration** is a precondition for an official recognition of a TGA by authorities and other stakeholders. The registration has several benefits, such as official recognition of the TGA as a legal entity, giving the opportunity to open a bank account, be granted access to financial services, or gain other support from financial institutions and philanthropic organisations.

Registration of a TGA is done at the district department of community development. The department is responsible for processing the documents and ensuring that necessary requirements are fulfilled before sending them to the District Executive Director (DED) or the Town Executive Director (TED) for signatures. The requirements for registration include having constitution, organizing a founding meeting, curriculum vitae and pictures of leaders and writing a cover letter requesting registration for the TGA, endorsed by the Village Executive Officer and the Ward Executive Officer. During the founding meeting, minutes of the meeting and list of attendees need to be taken. See chapter 10 for details on how to conduct the founding meeting and take meeting minutes.

**If the TGA needs to be dissolved**, this can be done by a resolution passed at the general meeting by  $\frac{3}{4}$  agreement (of members attending in person). In addition, when dissolving a group, a decision on the group assets and debts is required. Priority must be given to liabilities – the obligations the group has for its creditors. Any remaining excess of assets can be either given to another TGA or distributed amongst the TGA members. Decisions on excess should also be made with  $\frac{2}{3}$  majority agreement.

**NOTE:** All TGA leaders before formal registration are interim leaders. After registration, a new election should be held where the same or new leaders can be elected by members.

## 7. Merging TGAs

If the village has two or more TGAs, they are strongly advised to merge, due to the following benefits:

- **Better sustainability:** The combined TGAs will be more sustainable than individual ones since more members will give the TGA a stronger voice and greater representation for the village in the region's forestry issues.
- **Greater knowledge and equality:** The members will be better informed because there will be more sources of information and all the forest-owning residents in the village will be equal, as they will have access to the very same information at the exact same time.
- **Reduced risk of conflict:** Since there will be no chance for two TGAs to engage in overlapping activities, the chance of conflict will be reduced.
- **Increased timber quality and opportunities to members:** More members mean growing income through membership fees and other organized income generating activities. This enables the TGA to hire professional help when necessary, organize training and awareness raising events to its members and thus increase the quality of timber.

- **Increased timber prices:** The timber prices can rise to a higher level, not just due to higher timber quality (see previous bullet point), but also because having more members selling their timber at the same time can lead to a more lucrative deal.

## 8. Dissemination of information

It is the job of every TGA to deliver information on training, business opportunities and current market prices and demands with its members. The chairperson and secretary are responsible for disseminating information to all TGA members. They will gather information from PFP and TTGAU and disseminate it to other members. The following issues need to be taken into consideration in this task:

- **Equal access to information:** All members, irrespective of age, gender, vulnerability, class or other differentiating factor, must be provided with the same information. All are entitled to information about forestry and wood processing, including opportunities for training, to buy tools, seedlings and fertilizers and other equipment, as well as the latest market information.
- **Notice board:** A notice board or area should be set up for information sharing purposes in the TGA office where members gather so that they can regularly get updated information. The notice board should be located in a place where other villagers do not have open access, to ensure that there are incentives for joining a TGA. This TGA notice board should post the following items: the TGA meeting schedule, minutes of the most recent TGA meeting, TGA biannual and annual reports, information on planned events and elections and latest timber prices. The notice board can also be used for buying and selling timber, equipment and materials. All material should be kept on the notice board for a month to ensure that the members have adequate time to read the available information. Maintaining and updating the notice board is the responsibility of the TGA secretary.
- **TGA presence at village meetings:** The TGA could request a regular slot at village meetings, during which the TGA chairman could spend 5-10 minutes informing the villagers about current TGA activities and upcoming events. Such publicity might also entice villagers to join the TGA, which would strengthen the TGA.
- **SMS system:** During PFP's first phase, the programme will develop an SMS-based information dissemination system. The SMS system will give information on current forestry related issues, such as timber market status, timber prices, and accessibility and prices of fertilizers and herbicides.

## 9. TGA activities and registry office

All TGAs must have a vision and a mission. A vision is a long-term ideal; it communicates to everyone what the TGA wants to be like in 10-15 years' time. A vision can include any goals, from administrative targets to technical skills to organisational knowledge. The mission is the overall plan of the TGA for how to achieve the vision over the same period. A TGA's vision and mission should be written as part of its constitution and updated when necessary. See Annex 1 for details.

Work planning should start by revisiting the vision and the mission and continue by ensuring that each year of activities consistently strives toward achieving both vision and mission. Work planning should set yearly or longer-term objectives, which themselves can be achieved through activities. Apart from drafting yearly work plans, it is advisable that a TGA draft intermediate-term plans (for example, one for five years) to ensure that neither vision nor mission is lost sight of in the endeavour to achieve yearly objectives. See Annex 2 for the work plan form.

**The annual work plan should feature major activities, budget items, and expected incomes.** Examples of activities include plantation establishment and management activities, such as: land

clearing, lining, marking and pitting, planting, weeding, check-ups and potential fertilizing. Naturally not all activities can be known beforehand, and they can be added to the annual work plan as the year progresses. The reason to do the annual work plan is to get a more organized take on the TGA organization and its activities and raise the forest management ways within the TGA to a more professional level. This will benefit all TGA members as timber quality can be raised gradually, potentially resulting in higher timber prices. Forestry is a real business with tangible benefits to be gained, and the TGAs can help their members in becoming more professional tree growers.

**When making the annual work plan**, it should be remembered that just as the list of activities, also the budget is just a guideline. You DO NOT need to know the money expenditure to a shilling! It is impossible. The main thing is to have a budget that does not require major changes, one that will work for the TGA and is easy to implement. The budget should not go below or exceed 10%, to prevent financial distress for the TGA or save money needlessly for one activity when it could have been better used elsewhere. This also goes for the plan for expected income. The plan is just a plan, and it can be changed during the year.

**If there are needs for major revisions for the annual work plan** (adding activities or cutting them out), the plan should be updated and signed again. The reasons for change can be written in the biannual and annual reports and annexed to the new, updated plan. If there are needs for changes during the fiscal year (biannual and annual meetings more than 2 months away), the reasons for changes should be written in the meeting minutes of the meeting in which the changes were decided. But the reasons MUST always be written in the biannual and annual reports.

At the end of the year the budget should be balanced against the actual expenditure. See Annex 2 for the standard annual TGA work plan, Annex 6 for standard financial reporting form and Annex 14. Standard TGA biannual and annual report template. for the biannual and annual reports. See also Chapter 11 for instructions on bookkeeping and financial issues.

Each TGA should have a registry office located at its visiting address. This facility should include a lockable box or shelf for all TGA documentation and a separate box for tools and equipment. If the TGA has assets such as tools that can be borrowed by its members, the toolbox should feature a loan list that includes the name of the member as well as borrowing and returning dates. Assigning a lending fee for the tools is strongly recommended as collecting charges for usage can function as an income-generating activity for the TGA and will encourage members to be more responsible. If there is a fee, its amount should also be noted and confirmed on this lending list.

## 10. Keeping plantation records

Records on all members and their plantations must be updated quarterly. Three key issues must be included in the dataset, which is developed and updated at plot level:

- **General information:**
  - TGA name
  - Village name
- **Member information:**
  - Last name
  - First name
  - Age
  - Gender
  - Phone number

- **Plantation information:**
  - Pine plantations, divided by age classes: 0-2 yrs., 2-6 yrs., 6-10 yrs., >10 yrs.
  - Eucalyptus plantations, divided by age classes: 0-2 yrs., 2-6 yrs., 6-10 yrs., >10 yrs.
  - Plantations of other species, divided by age classes: 0-2 yrs., 2-6 yrs., 6-10 yrs., >10 yrs.

See Annex 3 for the plantation record table.

While PFP is in operation, regular updates of the list every quarter are required by the programme, and the data must be sent to the PFP Senior Extension Officer.

## 11. Bookkeeping and financial sustainability

Keeping books and ensuring financial sustainability for each TGA is one of the most important aspects of TGA work.

**Each TGA should have a bank account and the capacity to manage it and keep books.** Note that the **TGA should be registered** before the bank account can be opened. When opening a bank account, a meeting should be held to agree on the issue. The meeting is similar to the registration meeting, the only difference is that when opening a bank account, the signatories need to be mentioned by designations/titles and names. Signatories can be elected at the same meeting when requesting registration.

**Fundraising strategies** need to be developed in a participatory manner with the TGA members to ensure income for the association. One of the most important ways to raise funds for the group is by instituting entrance and annual membership fees. Other ways to raise funds can be explored when necessary and when there is commitment from the members' side. These ways can include for example organizing events or members working for a fee in big forest owners' plots and donating their fee or part of it to the association.

### **The following matters must be considered to ensure the financial stability of a TGA:**

- **Fees:** Each TGA should institute an entrance fee and an annual membership fee for their members. Membership should not be granted before the entrance fee is paid. Likewise, when members fail to pay their annual membership fee, they should be penalized with a penalty fee. Each TGA can decide independently the fee sizes and timing when payments should be made.
- **Bank account:** All TGAs should have a bank account and office-holders know how to use it. Several signatories need to be required to access the account, no one person should hold that power.
- **Asset list:** Each TGA must make a list of assets and update it biannually. Updating the asset list is the responsibility of the treasurer or the secretary. The list is to be checked by the TGA chairperson and two ordinary members. All parties must sign the list and add dates of their signatures. As stated before, when dissolving a group, a decision on the group assets and debts is required. Priority must be given to liabilities – the obligations the group has for its creditors. Any remaining excess of assets can be either given to another TGA or distributed amongst the TGA members. Decisions on excess should also be made with 2/3 majority agreement. See Annex 5. for the standard asset list form.
- **Responsible individuals:** The main responsible person for TGA's financial management is the treasurer, aided by the secretary and the chairperson.

- **Income:** When receiving money, the treasurer must issue a receipt. Use the receipt book for this purpose, provided in the TGA admin kit by PFP.
- **Use of funds:** Before using any funds, the TGA chairperson, secretary, treasurer and two ordinary members must approve the use of funds. The treasurer must write a payment voucher, which will then be signed by the treasurer, the chairperson and the secretary. Use the payment voucher book for this purpose, provided in the TGA admin kit by PFP.
- **Bookkeeping:** All transactions must be recorded in the cash book, provided in the TGA admin kit by PFP. In addition, the monthly and annual financial reports must be filled. See Annex 4 for the monthly financial report and Annex 6 for the annual financial report.
- **Reporting use of funds:** The treasurer must give members regular updates on financial issues, at monthly, biannual (spring and autumn), and annual meetings.
- **Auditing:** Each TGA should have an external audit at yearly basis. The government co-operative officers can be used for this purpose. The government officials should be able to provide this service for free. In the case there is no government official available for this task, an independent auditing service provider can be hired for this purpose. The fee for these services depend on the number of transaction in the cash book. In case the government co-operative official or reasonably priced service is not available, the TTGAU treasurer can do the auditing.

See Annex 4 for bookkeeping, Annex 5 for asset listing, and Annex 6 for the annual financial report.

## 12. Collaboration with other organizations

Collaboration with other institutions and organizations such as schools, village government, CBOs, NGOs, religious groups, etc. can be included among TGA activities if the members are willing and the activities will not interfere with TGA core activities.

Collaboration might sometimes be particularly important in avoiding overlapping activities and land use conflicts.

Each village should have a village fire management team (VFMT). Collaboration with the VFMT is particularly important and the TGA should have representation within the team. In the case of having a TGA at the village, it is strongly advised that the TGA take active role in fire prevention and management issues and appoints several of its members into the team. The TGA should have a very active role in the VFMT and role of informer on fire issues.

## 13. Conflict resolution

The TGA executive committee is responsible for all conflict resolution among members. Issues causing conflict cannot be left unaddressed. When it learns of a conflict situation, the TGA executive committee must start the conflict resolution process immediately, by summoning the conflicting parties to a meeting to discuss the situation and to begin negotiations. The committee is responsible for the process and for reaching a peaceful solution. If the committee fails in its task, the conflict should be referred to the TTGAU Committee members. If no solution is still found, the conflict will be referred to the village office. Also, in the case one of the TGA leaders or executive committee members is the source of conflict, the issue should be referred to the village government.

Any member who learns of a conflict must approach the TGA chairperson and secretary and share his/her knowledge of the situation, and the chairperson and secretary should ensure that the issue is addressed immediately and prevent it from starting to affect TGA activities.

## 14. Organizing meetings

Each TGA must hold monthly, biannual and annual meetings and keep meeting minutes. The purpose of these meetings is to give updates to all members on achieved activities and to discuss current and upcoming activities. During biannual and annual meetings, the activity and financial reports of the previous time period will also be approved. Any other issues of importance should also be raised and addressed. The following issues need to be considered when holding meetings:

- **Equal participation possibilities:** The time of meetings must be set so that all members have an equal chance to participate. In particular, care must be taken that the time and day of the week are suitable for women with small children.
- **Frequency:** Meetings must be held at specific intervals (monthly) to ensure timely flow of information from TGA leaders to members and vice versa.

**Agenda:** Standard agendas should be used. See annexes Annex 7, Annex 8 and Annex 12 for standard agendas for different meetings.

- **Recording proceedings:** Official minutes of every meeting MUST BE taken and SUBMITTED to both the TTGAU and the PFP Senior Extension Officer on a monthly basis. The meeting agenda and minutes should be submitted together at the end of the month. In addition, the list of participants MUST be taken at every meeting.
- **Endorsing minutes:** At every meeting, the minutes of the previous meeting MUST BE read aloud and approved (after making any amendments necessary). The approval should take place with a vote by show of hands by THOSE WHO WERE PRESENT at the previous meeting. Majority of the voters must agree that the minutes are accurate.

### 14.1. Founding meeting

The TGA founding meeting needs to follow all the good governance and transparency rules that other meetings follow. The meeting must include all members who wish to participate in founding of a TGA. Note that the attendance list must be handwritten (signatures of attendees are required), as in all meetings. In addition, the TGA should send the curriculum vitae (Annex 10) and pictures of all TGA leaders along with the registration request. All these documents should be addressed to the District Executive Director. In addition, a cover letter requesting the registration needs to be written, to be endorsed by the Village Executive Officer (VEO) and the Ward Executive Officer (WEO).

See Annex 7. for agenda and meeting minutes form, Annex 8. for an example of a TGA founding meeting and Annex 9 for a cover letter example.

### 14.2. Monthly meetings

Monthly meetings should take place during the last week of the month, and minutes of meetings submitted to the TTGAU and PFP by 10<sup>th</sup> of the next month. It is strongly advised that each TGA identifies a specific day for the monthly meetings, so that attendance and discussion become routine and meetings are not forgotten.

See list in Chapter 12 for issues to be taken into account when organizing meetings, Annex 7 for a standard sample meeting agenda for monthly meetings, Annex 13 for taking minutes at meetings and Annex 15 for the list of participants. In addition, the monthly financial report is to be filled and read in ALL monthly meetings (Annex 4).

### 14.3. Biannual and annual meetings

All TGAs should follow calendar year (January to December) in their planning, budgeting, implementation of activities and reporting.

The purpose of biannual and annual meetings is to review the activities of the previous 6 months and agree on the activities that are to be carried out in the next 6 months. The meeting is also a time to evaluate the TGA's financial situation and see that the activities planned can indeed be achieved with the budget available. The annual meeting is to be held during the last week of the first month of the new year.

The annual meeting will be chaired by two TGA members who are not currently in leadership position. These meeting chairperson and secretary will be elected at the beginning of the meeting. In addition, two ordinary TGA members will be elected as vote counting officials.

The following issues need to be considered when conducting annual and biannual meetings (in addition to items in Chapter 12, which lists issues to be taken into account in all meetings):

- **Avoiding duplication:** During the months when a biannual or an annual meeting is held, there is no need to hold a regular monthly meeting.
- **Frequency:** Meetings MUST BE held biannually and annually. The meetings should be held on a specific month. This way they become more easily routine and are not forgotten. The annual meeting should be held in January to close the old year and to plan new activities. Therefore, the biannual meeting should be held in July or early August.
- **Preparations:** As the biannual and annual meetings are held to plan for future activities and to report completed activities, the TGA leaders (chairperson, secretary and treasurer) MUST prepare the necessary documentation beforehand, including work plans, financial reports and activity reports. The meetings are held to go through the prepared documentation and to seek endorsement from the TGA members, not to prepare the documents at the meetings. The documents should be prepared in advanced and pinned to the TGA notice board for a minimum of two weeks in advance. A good practise would be to prepare the documents for the previous monthly meeting and pin them in the notice board after the meeting. This way the members would have plenty of time to comment the documents and the TGA leaders would also give themselves adequate time to make any changes required by the members. See text below for the required documentation:

Finalizing planning activities for the upcoming 6 months is one of the key activities to be taken care of in biannual meetings (for example weeding, fire line preparation and fire control practise times). Annex 2 can be used for this purpose. In addition, the biannual report (Annex 14. Standard TGA biannual and annual report template.) must be gone through.

Standard agenda for annual and biannual meetings can be found as Annex 12. Standard TGA annual and biannual meeting agenda.. Remember to take meeting minutes (Annex 13) and ask people to fill the list of participants (Annex 15).

In annual meetings, planning and budgeting for the whole fiscal year (see Annex 2) is one of the main issues, as well as closing books (Annex 6) and going through the annual report (Annex 14).



## Annex 1. Issues to be defined in the TGA constitution.

NAME OF THE TGA \_\_\_\_\_ VILLAGE \_\_\_\_\_

WARD \_\_\_\_\_ DISTRICT \_\_\_\_\_

REGION \_\_\_\_\_

Date \_\_\_\_\_

### 1. Name of a TGA

- The name should reflect the geographical location of a TGA so that the association can be easily identified by its name.
- No inappropriate language should be used when creating a name.
- The name should be visible in all communication materials.

### 2. Address and location of a TGA

- Each TGA should have postal and visiting addresses.
- The addresses should be visible in all communication materials.
- The TGA office (visiting location) should be easy for all members and key stakeholders to reach and find.
- When identifying the location in communication materials, landmarks in the vicinity should be used to guide people.

### 3. Registration of a TGA with the government

- All TGAs must be registered at the district level. Those who have activities outside their home district (i.e. function at the regional level) must also register at the regional level, and those that expand beyond regional boundaries must also register at the national level.
- Registration for the district and regional levels is done at the community development office, while national-level registration takes place at the Registrar of Societies at the Ministry of Home Affairs.

### 4. Registration of a TGA with the TTGAU

- All TGAs should be registered with the TTGAU as membership provides the following benefits:
  - Access to the latest and reliable silvicultural knowledge concerning Tanzanian and East African forest management practises and challenges.
  - Access to administrative and technical advisory services.
  - Access to improved, professionally grown, high-quality tree seeds and seedlings.
  - Access to forest evaluation services.
  - The opportunity to procure machinery and equipment together with other TGAs at lower prices than an individual TGA could get.
  - Assistance in negotiations and conflict situations.
  - Access to a Tanzanian-wide network of TGAs, tree nurseries, sawmillers, timber traders, haulers, financial auditors, and other relevant contacts.
  - Representation at the level of the national government.
  - Access to international support and aid.

All these benefits give an individual TGA negotiating power and can raise the prices it can command for timber and other forest products.

The initiative to join the TTGAU can come from TGA leaders, who can introduce the issue to TGA members. Since members must have the right to be part of the decision-making process, the decision to join the union should be made by voting.

## **5. Vision and mission of a TGA**

- The purpose of a TGA's mission and vision is to ensure the long-time development of the association. For this reason, they should be general, long-term ideals about where the TGA wants to go as an association.
- The vision explains what the TGA wants to be like in the long-term future.
- The mission explains how the TGA plans to achieve that vision.
- The process of creating the vision and mission should be as inclusive and participatory as possible. This means that all members should be given the opportunity to be included in the process, thereby ensuring all members feel a sense of ownership and commitment.
- The vision and mission should always govern the drafting of annual and work plans to make sure that the vision is achieved in the way specified by the mission. Using the commonly agreed vision and mission for planning will also prevent conflicts from arising within a TGA.
- When new members join the TGA, chairperson should ensure that they agree to the TGA's vision and mission as these state the TGAs core values and organisational identity.

## **6. Objectives of a TGA**

- Objectives are the main activities of a TGA and should help the organisation achieve its vision and mission.
- To be able to meet its objectives, a TGA must break the objectives suitably sized work, or tasks.
- The objectives and tasks to attain during a planned working period must be stated clearly and be feasible. TGAs should strive to be realistic in their planning as unrealistic objectives can cause feelings of failure and loss of motivation.
- The work load should be divided equally between the members, and all members should be reasonably comfortable with the tasks assigned to them.
- TGA leaders should keep track of the progress of the activities.
- TGA leaders should do a quarterly check to establish the degree of correspondence between the work plans and the actual activities and achievements of the TGA. Such monitoring will ensure that the TGA stays on track and that all the activities work towards fulfilling the vision, mission and objectives of the association. TGA leaders need to make adjustments in task implementation, should it seem necessary.

## **7. Selection criteria for members and TGA leaders**

- All TGAs must have written selection criteria for members and leaders, and those criteria must be clearly stated in the constitution.
- The criteria must be equal for and inclusive of all members. All members should have the opportunity to participate equally and have access to services, regardless of gender, age, mobility, or other characteristic.
- Leaders should be representative of the general membership. For example, if 30% of members are women, 30% of leadership posts should go to women as well. Members with health issues can benefit the TGA by serving it in ways that does not require physical strength, such as becoming a treasurer, training expert, organizing day care to members etc.
- All genders as well as vulnerable groups must be included in all aspects of TGA activities, including leadership, representation, land ownership issues etc.
- All TGA members must have an equal say in the development of the criteria. A vote must be taken and specific voting rules for the approval of the criteria developed before voting.

- The criteria must be clearly communicated to all members. They should be printed out and displayed at a TGA's registry office and meeting place.

#### **8. Roles and responsibilities of TGA leaders and members**

- Roles and responsibilities both for ordinary members and TGA leaders must be clearly defined in a participatory manner that includes all TGA members.
- These roles and responsibilities must be clearly communicated to individuals who join the association later. In addition, roles and responsibilities should be printed out and displayed at a TGA's registry office and TGA meeting place.
- Communicating the roles and responsibilities is the task of the TGA leaders, who must ensure that all members are clear what they are to do.

#### **9. Staffing and outsourced support services**

- All staffing and service provision must be agreed within the TGA.
- First, whether a simple or two-thirds or other type of majority is required for making decisions about recruitment and service procurement must be agreed upon.
- After agreeing in principal on the need for recruitment or external service, an operating guideline should be developed. This guideline should include criteria for advertising, shortlisting, and selecting candidates or organisations.

#### **10. Fees**

- Every TGA must commonly agree, or, if necessary vote, on the issue of fees.
- It is recommended that each TGA to have at least joining and annual fees.
- The fees can be reviewed whenever necessary, but at least every three years is recommended.
- The rules concerning fees must be the same for all TGA members, leaders included. Should there be any waiving of a fee, that decision should be unanimously agreed upon. If unanimity is deemed unnecessary, at the very least, criteria for making decisions regarding fee waivers must be adopted so that the practice is not exploited or corrupted. These criteria should be voted upon to avoid conflict.

#### **11. Disciplinary actions and fines**

- Each TGA must commonly agree and, if necessary, vote on the issue of disciplinary actions and fines.
- The rules concerning disciplinary action and fines must be the same for all TGA members, leaders included.
- Each TGA must agree upon the nature of conduct that should lead to disciplinary actions and the measures that should be taken in each case.

#### **12. Administration schedule: meetings, financial management, plantation management, reporting**

- The cycle for administrative management has been defined by the TTGAU and is based on the TTGAU's requirements. All TGAs which are TTGAU members must adhere to the TTGAU's administrative calendar. This manual detail the TTGAU administrative calendar and thus should be used as a guideline.

### **13. Planning and budgeting of TGA activities and financial sustainability**

- All TGAs should make a financial management plan with a balanced budget. This plan should include income, planned tasks, and expected expenditure.
- All TGAs must have a financial plan and a control system. This manual outlines the financial responsibilities of a well-organised TGA and a functioning control system that it could adopt.
- Financial audits should be organised annually, and the auditors must not be members of the TGA or, preferably, of the community.

### **14. Support and technical advisory services for members**

- All TGAs should have the technical capacity to advise their members about silvicultural management issues. Being able to do so requires leaders to actively seek new information and network with key stakeholders. The easiest and most efficient way to build technical capacity is to join the TTGAU.
- All TGAs should keep plantation records to aid it in preventing and controlling forest fires and selling timber. Annex 3 of this manual contains an example of how a TGA can keep plantation records.
- All TGAs should organise joint forest management activities for their members such as weeding, fertilising, pruning, thinning, and fire prevention measures.

### **15. Instructions and manuals for members and leaders**

- The standardised use of the same instructions and guidelines by all members of a TGA (and beyond) will consistently generate high-quality TGA forest resources and thereby ensure that TGA members have a strong position to negotiate for high prices in the timber trade.
- The constitution of a TGA should identify the administrative and technical instructions, manuals and operating procedures that its members and leaders are expected to follow.
- TGAs should request the TTGAU for guidance needed to develop additional instructions or manuals.

### **16. Collaboration with other organisations and stakeholders**

- Collaboration with other institutions and organisations can be included among TGA activities if the members are willing and if the activities do not interfere with a TGA's core activities.
- Collaboration that requires major commitments from a TGA and/or its members should be voted upon. See chapter 12 for details.

## Kiambatanisho 1. Mambo ya kuzingatia katika katiba ya KIWAMI

JINA LA KIWAMI \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_

MKOA \_\_\_\_\_

Tarehe \_\_\_\_\_

### 1. Jina la KIWAMI

- Jina lioneshe eneo la kijiografia la KIWAMI husika kurahisisha upatikanaji wake kwa jina.
- Isitumike lugha isiyofaa katika kutengeneza jina.
- Jina lionekane katika nyaraka zote za mawasiliano.

### 2. Anuani ya makazi na eneo la KIWAMI

- Kila KIWAMI iwe na anuani ya posta na anuani ya makazi.
- Anuani ionekane katika nyaraka zote za mawasiliano.
- Eneo la ofisi ya KIWAMI (anuani ya makazi) liwe rahisi kufikika kwa kila mwanachama na wadau wengine.
- Inapoelekezwa ilipo ofisi katika nyaraka za mawasiliano, alama zinazo fahamika kirahisi zilizopo katika eneo husika zitumike kutoa mwongozo kwa watu.

### 3. Usajili wa KIWAMI serikalini

- KIWAMI zote lazima zisajiliwe katika ngazi ya wilaya. Wale walio nje ya wilaya zao (mfano walio katika ngazi za mkoa) waende kwa msajili katika ngazi ya mkoa na wale wanaokua na kuvuka mipaka ya mkoa lazima waende kwa msajili katika ngazi ya taifa.
- Usajili katika ngazi ya wilaya na mkoa inafanyika katika ofisi za maendeleo ya jamii wakati katika ngazi ya taifa zinafanyika katika ofisi ya msajili wa jumuiya katika Wizara ya Mambo ya Ndani.

### 4. Usajili wa KIWAMI kwa MUVIWAMITA

- KIWAMI zote zisajiliwe uanachama wa MUVIWAMITA kwani zipo faida zifuatazo:
  - Upatikanaji wa maarifa ya kisasa yanayohusu ulimaji na ukuaji wa miti inayohusiana na shughuli na changamoto za usimamizi wa misitu ya Tanzania na Afrika Mashariki.
  - Upatikanaji wa huduma za ushauri wa kiutawala na kiufundi.
  - Upatikanaji wa mbegu na miche ya ubora wa hali ya juu iliyoboreshwa na kutunzwa kitaalamu.
  - Upatikanaji wa huduma za tathmini ya misitu.
  - Fursa ya kununua mashine na vifaa vingine kwa pamoja na KIWAMI nyingine kwa bei ya chini ikilinganishwa na bei ya ununujaji chini ya KIWAMI moja.
  - Msaada wa kuendesha mazungumzo na usuluhishi wa migogoro.
  - Upatikanaji wa mtandao mkubwa wa Kitanzania vikundi vya wakulima wa miti, vitalu vya miche, viwanda vya mbao, wafanya biashara wa mbao, wachuuzi, wakaguzi wa fedha pamoja na mawasiliano ya watu wengi muhimu.
  - Uwakilishi katika ngazi ya taifa ya serikali.
  - Upatikanaji wa msaada ya kimataifa.

Mafao yote haya yana ipa KIWAMI husika nguvu ya kujadiliana na inaweza kupandisha bei yenye manufaa kwa mbao na bidhaa nyingine zitokanazo na misitu.

Jitihada za kujiunga na MUVIWAMITA inaweza kutoka kwa viongozi wa KIWAMI, ambao wanaweza kupeleka hoja kwa wanakikundi wengine. Kwa kuwa wanachama wanabaki ya kufanya maamuzi na kuwa sehemu ya mchakato wa maamuzi, uamuzi wa kujiunga na MUVIWAMITA ufanywe kwa kura.

## 5. Dira na Dhamira

- Dira ni maono ya muda mrefu, inaeleza kwa kila mtu ni nini KIWAMI kama kikundi inataka kufikia/ ni nini nataka kufanikiwa.
- Dira ni maono ya muda mrefu ya namna KIWAMI inataka kuwa.
- Dhamira inaelezea namna KIWAMI inavopanga kuifanikisha Dira.
- Dira na Dhamira zitawale maandalizi ya mpango kazi wa mwaka ili kuhakikisha dira inafanikiwa kwa kurasimishwa na dhamira. Matumizi ya dira na dhamira zilizokubalika katika mipango zitasaidia kuzuia kuzuka kwa migogoro ndani ya KIWAMI.
- Mweyekiti ahakikishe Wanachama wapya wanapojiunga na KIWAMI wanakubaliana na dira na dhamira kwa kuwa hizi zinaelezea mambo ya msingi ya KIWAMI na ndio utambulisho wa wa kitaasisi.

## 6. Malengo ya KIWAMI

- Malengo haya ndio shughuli kuu za KIWAMI na hivyo lazima yasaidie katika kutimiza adhima ya Dira na Dhamira.
- Ili kutimiza malengo, KIWAMI hugawanya malengo hayo kwa ukubwa unaofaa na kuyaweka katika shughuli au kazi ndogondogo.
- Shughuli na malengo yaliyopangwa kufanikishwa kwa kipindi cha muda fulani lazima yawe yanatekelezeka na yawekwe wazi. KIWAMI ziambane kuwa na mipango yenye uhalisia. Mipango isiyo na uhalisia inaweza kuleta hisia za kushindwa na inavunja moyo.
- Kazi zigawanywe kwa kiwango sawa kwa kila mwanachama, na kila mwanachama ajisikie huru na kazi alizopangiwa.
- Viongozi wa KIWAMI wafuatilie maendeleo ya shughuli.
- Viongozi wafanye tathmini ya kila robo ya mwaka ili kuona uwiano kati ya mpango kazi na uhalisia wa shughuli pamoja na mafanikio ya KIWAMI. Ufwatiliaji wa namna hii utahakikishia KIWAMI kuendelea kukaa katika uelekeo sahihi wa shughuli zake zote kuelekea kutimiza dira, dhamira na malengo ya chama. Viongozi wa KIWAMI wanapaswa kufanya marekebisho ya utekelezaji, kila inapooneka muhimu kufanya hivyo.

## 7. Vigezo vya uanachama na viongozi wa KIWAMI

- KIWAMI zote lazima ziwe na vigezo vilivyoandikwa vya kuzingatia wakati wa kufanya uchaguzi, na vigezo hivyo viwekwe wazi katika katiba.
- Vigezo hivyo viwe sawa kwa wanachama wote na vihusishe wanachama wote. Wanachama wote wawe na nafasi ya usawa ya ushiriki na katika kupata huduma pasipo kutazam jinsia, umri uhamaji na sifa zinginezo.
- Viongozi wawe wawakilishi wa kila uanachama kwa ujumla. Kwa mfano endapo 30% ya wanachama ni wanawake, 30% ya nafasi za uongozi ziende kwa wanawake. Wanachama wenye matatizo ya kiafya wanaweza kunufaisha KIWAMI kwa kazi zisizohitaji nguvu kubwa katika utekelezaji, mfano uhazini, mtaalamu wa mafunzo, kuratibu huduma za siku kwa wanachama day care n.k.
- Wanachama wote wa KIWAMI wawe na nafasi sawa ya kusikilizwa wakati wa kuandaa vigezo. Kura zitumike na kanuni maalumu za kura za uidhinishwaji wa vigezo ziadaliwe kabla ya kupiga kura.
- Vigezo hivyo lazima vieleweke kwa kila mwanachama. Zichapishwe na kubandikwa katika ofisi ya usajili ya KIWAMI na katika eneo la mikutano.

**8. Nafasi na majukumu ya viongozi wa KIWAMI na wanachama.**

- Nafasi na majukumu kwa wanachama wa kawaida na wanachama viongozi yafafanuliwe kwa uwazi kwa namna ya ushirikishwaji inayohusisha wanachama wote wa KIWAMI.
- Nafasi hizi na majukumu yaelezwe wazi kwa wanachama wapya wanaoijiunga na KIWAMI. Kwa nyongeza, nafasi hizo na majukumu yachapwe na kubandikwa katika ofisi ya usajili ya KIWAMI na eneo la mikutano.
- Maelekezo ya nafasi na majukumu ni jukumu la viongozi wa KIWAMI, na wahakikishe kuwa kila mwanachama anaelewa ni nini anapaswa kufanya.

**9. Wafanyakazi na huduma za nje**

- Nafasi zote za kazi na utoaji wa huduma lazima zikubalike ndani ya KIWAMI.
- Kwanza, endapo kundi dogo, ama 2/3 ama aina yoyote ya kundi la wanachama linahitajika katika kuamua kuhusiana na ajira ama huduma, taratibu za ugavi zikubaliwe miongoni mwa wanachama.
- Baada ya kukubaliana juu ya uhitaji wa kuajiri ama kupata huduma ya nje, lazima mwongozo wa kiutendaji uandaliwe. Mwongozo huu lazima uhusishe vigezo vya kutangaza, kuchaguliwa kwa hatua ya kwanza na kupata mshindi binafsi au taasisi.

**10. Ada**

- Kila KIWAMI ikubaliane kwa pamoja, ama, inapobidi kupigia kura mambo yanayohusu ada.
- Inashauriwa kuwa walau kila KIWAMI iwe na ada ya kujiunga na ada ya mwaka.
- Ada inaweza kubadilishwa wakati wowote inapokuwa muhimu kufanya hivyo, lakini inashauriwa ibadilishwe kila baada ya miaka mitatu.
- Kanuni za kuhusu ada ziwe sawa kwa kila mwanachama, wakiwemo viongozi. Endapo kutakuwa na kuondolewa kwa ada, uamuzi huo ujadiliwe kwa pamoja. Endapo maamuzi ya pamoja yataonekana si ya lazima, kwa uchache sana, vigezo vya maamuzi kuhusiana na kuondolewa kwa ada vitengenezwe ili zoezi lisifanyike kwa dosari ama kuwa batili. Vigezo hivi vipigiwe kura ili kuondoa mgogoro.

**11. Hatua za kinidhamu na faini.**

- Kila KIWAMI ikubaliane, kama kuna ulazima, kura ipigwe katika masuala yanayohusu hatua za kinidhamu na faini.
- Kanuni zinaohusiana na hatua za kinidhamu na faini lazima ziwe sawa kwa kila mwanachama, wakiwemo viongozi.
- Kila KIWAMI ikubaliane juu ya aina ya makosa yanayoweza kupelekea kuchukuliwa kwa hatua za kinidhamu na maamuzi yanayoweza kuchukuliwa kwa kila kesi.

**12. Ratiba ya kiutawala: mikutano, usimamizi wa fedha, usimamizi wa mshamba, kuandaa taarifa.**

- Mzunguko wa usimamizi wa utawala ulishafafanuliwa na MUVIWAMITA na umezingatia vigezo vya MUVIWAMITA. KIWAMI zote ambazo ni mwanachama wa MUVIWAMITA lazima zifuate kalenda ya kiutawala ya MUVIWAMITA. Maelekezo katika mwongozo huu yamebeba kwa kina kalenda ya MUVIWAMITA na hivyo ni vema yatumike kama mwongozo.

**13. Mipango na bajeti ya shughuli za KIWAMI na uendeleu wa kifedha.**

- Kila KIWAMI itengeneze mpango wa usimamizi wa fedha wenye usawa wa bajeti. Mpango huu uhusishe mapato, kazi zilizopangwa na matumizi yanayotarajiwa.
- KIWAMI zote ziwe na mpango wa fedha na mfumo wa udhibiti. Maelekezo yaliyomo kwenye mwongozo huu yanabainisha majukumu ya KIWAMI iliyojipanga vizuri na mfumo wa udhibiti unaofanya kazi unaoweza kutumika na KIWAMI husika.
- Kaguzi za kifedha zipangwe kufanyika kila mwaka, na wakaguzi wasiwe wanachama wa KIWAMI, ama ikiwezekana wa jamii.

**14. Msaada na huduma za ushauri wa kiufundi kwa ajili ya wanachama.**

- KIWAMI zote ziwe na uwezo wa kiufundi wa kushauri wanachama wao kuhusiana na shughuli za usiamamizi wa upandaji na ukuzaji miti. Ili kumudu kufanya hivyo yawabidi viongozi kutafuta taarifa mpya na kuunda mtandao na wadau mama. Namna rahisi na uhakika ya kujengea uwezo wa kiufundi ni kujiunga na MUVIWAMITA.
- KIWAMI zote zitunze kumbukumbu za mashamba ili kuwezesha kuzuia na kudhibiti moto dhidi ya misitu na kwa ajili ya uuzaji wa mbao. Kiambatanisho 3 katika maelekezo ya mwongozo huu kinatoa mfano wa namna KIWAMI inavoweza kutunza kumbukumbu za mashamba ya miti.
- Kila KIWAMI iwe na shughuli za pamoja za utunzaji wa mashamba kwa ajili ya wanachama wake kwa mfano palizi, uwekaji wa mbolea, kupogoa, kupunguza miti na hatua za kinga dhidi moto.

**15. Maelekezo na miongozo kwa wanachama na viongozi.**

- Kuimarika kwa matumizi ya miongozo na maelekezo kwa wanachama wote wa KIWAMI (na zaidi) kutapelekea uzalishaji endelevu wa rasilimali misitu na hivyo kutoa uhakika wanachama wa KIWAMI kuwa na nafasi nzuri ya kuweza kujadili na kupata bei za juu katika biashara ya mbao.
- Katiba ya KIWAMI lazima iainishe maelekezo ya kiutawala na ile ya kiufundi, miongozo na hatua za kiutendaji ambayo wanachama na viongozi wanapaswa kuizingatia.
- KIWAMI ziombe msaada kwa MUVIWAMITA wa kuweza kutengeneza maelekezo na miongozo ya ziada.

**16. Ushirikiano na taasisi na wadau wengine.**

- Ushirikiano wa taasisi mbalimbali na mashirika mengine inaweza kuwekwa katika moja ya shughuli za KIWAMI kama wanachama wako tayari na endapo shughuli hizo haziingiliani na shughuli za msingi za KIWAMI.

**Ushirikiano unaohitaji ahadi kubwa toka kwa KIWAMI na/au wanachama lazima upigiwe kura. Tazama sura ya 12 kwa taarifa zaidi.**



**Annex 2. Standard annual TGA work plan.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_

**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_

**REGION** \_\_\_\_\_ **Reporting period:** \_\_\_\_\_

No.	Activity	Timing	Budget TSH	Responsible TGA member	Remarks
<b>PLANNED ACTIVITIES</b>					
1					
2					
3					
4					
5					
6					
<b>EXPECTED INCOME GENERATING ACTIVITIES</b>					
No.	Activity	Timing	Budget TSH	Responsible TGA member	Remarks
1					
2					
3					
4					
5					

**Prepared by:**

Date: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

Chairperson's signature

\_\_\_\_\_

Secretary's signature

**KIAMBATANISHO 2. Mpango Kazi wa Mwaka wa Kikundi cha Wapanda Miti (TGA).**

JINA LA TGA \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_

MKOA \_\_\_\_\_ Kipindi cha Taarifa: \_\_\_\_\_

Na.	Shughuli	Mda	Bajeti TSH	Mhusika Mwanachama wa TGA	Maoni
<b>Shughuli zilizopangwa</b>					
1					
2					
3					
4					
5					
6					
<b>Shughuli Tarajiwa za Kuongeza Kipato</b>					
Na.	Shughuli	Mda	Bajeti TSH	Mhusika Mwanachama wa TGA	Maoni
1					
2					
3					
4					
5					

**Imeandaliwa na:**

Tarehe: \_\_\_\_\_ Tarehe: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

Sahihi ya Katibu

**Annex 3. Standard TGA plantation record table.**

TGA name	Village name	Last name	First name	Age	Gender	Phone number	Pine plantations (acres)				Eucalyptus plantations (acres)				Plantations, other species (acres) Species: _____			
							0-2 yrs.	2-6 yrs.	6-10 yrs.	>10 yrs.	6-10 yrs.	>10yrs.	6-10 yrs.	>10yrs.	0-2 yrs.	2-6 yrs.	6-10 yrs.	>10yrs.
Example: TGA Ngalanga	Ngalanga	Kadat	Laura	28	F	07 123 456 789	3	0	5	1	0	0	0	0	5	1	0	0

**KIAMBATANISHO 3. Jedwali la eneo la miti iliopandwa na TGA.**

Jina la TGA	Jina la kijiji	Jina la ukoo	Jina la kwanza	Umri	Jinsia	Namba ya simu	Eneo la paina (ekari)				Eneo la mlingoti (ekari)				Eneo aina zingine (ekari) Aina za miti: _____			
							Mwaka 0-2	Mwaka 2-6	Mwaka 6-10	Mwaka >10	Mwaka 0-2	Mwaka 2-6	Mwaka 6-10	Mwaka >10	Mwaka 0-2	Mwaka 2-6	Mwaka 6-10	Mwaka >10
Example: TGA Ngalanga	Ngalanga	Kadat	Laura	28	F	07 123 456 789	3	0	5	1	0	0	0	0	5	1	0	0

**Annex 4. Standard TGA bookkeeping and monthly financial reporting form.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_

**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_

**REGION** \_\_\_\_\_ **Financial reporting period:** \_\_\_\_\_

No.	Item	Budget TSH	Actual TSH	Difference TSH
A	Income			
	•			
	•			
	•			
	•			
	<b>Total Income (A)</b>			
B	Expenses			
	•			
	•			
	•			
	•			
	<b>Total Expenses (B)</b>			
	<b>Surplus/Deficit (A-B)</b>			
	<b>Previous Month</b>			
	<b>Surplus/Deficit</b>			

**Prepared by:**

Date: \_\_\_\_\_

\_\_\_\_\_

Treasurer's signature

**Approved by:**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Chairperson's signature

Secretary's signature

**KIAMBATANISHO 4. Fomu ya utunzaji wa fedha na taarifa ya fedha ya mwezi.**

JINA LA KIKUNDI \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_

MKOA \_\_\_\_\_

Taarifa ya mapato na matumizi ya mwezi kuishia tarehe \_\_\_\_\_

Na.	Maelezo	Makisio Sh.	Halisi Sh.	Tofauti Sh.
a	Mapato			
	•			
	•			
	•			
	•			
	Jumla ya mapato (a)			
b	Matumizi			
	•			
	•			
	•			
	•			
	Jumla ya matumizi(b)			
	Ziada/upungufu (a-b)			
	Salio la mwezi uliopita			
	Ziada/pungufu			

**Imeandaliwa na:**

Tarehe: \_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mweka Hazina

**Imeidhinishwa na:**

Tarehe: \_\_\_\_\_

Tarehe: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

Sahihi ya Katibu

**Annex 5. Standard TGA asset list.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_

**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_

**REGION** \_\_\_\_\_ **LIST OF ASSETS, date:** \_\_\_\_\_

No.	Type of asset	Quantity	Condition

**Prepared by:**

Date: \_\_\_\_\_

\_\_\_\_\_

Treasurer's signature

**Approved by:**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Chairperson's signature

Secretary's signature

**KIAMBATANISHO 5. Orodha ya mali za kikundi.**

JINA LA KIKUNDI \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_

MKOA \_\_\_\_\_

Orodha ya mali na madeni ya kikundi kuishia tarehe \_\_\_\_\_

Na.	Aina ya mali	Idadi	Hali yake kwa sasa

**Imeandaliwa na:**

Tarehe: \_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mweka Hazina

**Imeidhinishwa na:**

Tarehe: \_\_\_\_\_

Tarehe: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

Sahihi ya Katibu

**Annex 6. Standard TGA financial report form.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_

**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_ **REGION** \_\_\_\_\_

**Financial reporting period:** \_\_\_\_\_

Item	January	February	March	April	May	June	July	August	September	October	November	December	Annual balance
Income													
Expenditure													
<b>Monthly balance</b>													

**Prepared by:**

Date: \_\_\_\_\_

\_\_\_\_\_

Treasurer's signature

**Approved by:**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

Chairperson's signature

\_\_\_\_\_

Secretary's signature



**KIAMBATANISHO 6. Fomu ya taarifa ya fedha ya kikundi.**

JINA LA KIKUKNDI \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_ MKOA \_\_\_\_\_

Kipindi cha taarifa ya fedha: \_\_\_\_\_

Kipengele	Januari	Februari	Machi	Aprili	Mei	Juni	Julai	Agosti	Septemba	Octoba	Novemba	Disemba	Salio kwa mwaka
Mapato													
Matumizi													
<b>Salio</b>													

**Imeandaliwa na:**

Tarehe: \_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mweka Hazina

**Imeidhinishwa na:**

Tarehe: \_\_\_\_\_

Tarehe: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

Sahihi ya Katibu

**Annex 7. Meeting minutes of a TGA founding meeting.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_  
**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_  
**REGION** \_\_\_\_\_

**Minutes for registration of Tree Growers' Association**

**Date:** \_\_\_\_\_

**Venue/Location of the meeting:** \_\_\_\_\_

**Agenda:**

1. Opening of the meeting
2. Request for registration of Tree Growers' Association (TGA)
3. AOB
4. Closing of the meeting

**1. Opening of the meeting**

\_\_\_\_\_  
\_\_\_\_\_

**2. Request for registration of a Tree Growers' Association**

\_\_\_\_\_  
\_\_\_\_\_

**3. AOB**

\_\_\_\_\_  
\_\_\_\_\_

**4. Closing of the meeting**

\_\_\_\_\_  
\_\_\_\_\_

**Date:** \_\_\_\_\_ **Date:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Chairperson's signature

Secretary's signature

**ANNEX: LIST OF PARTICIPANTS (ANNEX 15)**

**KIAMBATANISHO 7. Muhtasari wa mkutano wa waanzilishi wa TGA.**

JINA LA TGA \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_

MKOA \_\_\_\_\_

**Muhtasari wa wa usajili wa Kikundi cha Wapanda Miti**

Tarehe: \_\_\_\_\_

Sehemu/Mahali pa mkutano: \_\_\_\_\_

**Ajenda:**

1. Kufungua mkutano
2. Maombi ya usajili wa Kikundi cha Wapanda Miti
3. Mengineyo
4. Kufunga mkutano

**1. Kufungua mkutano**

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**2. Maombi ya usajili wa Kikundi cha Wapanda Miti**

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---

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**3. Mengineyo**

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**4. Kufunga mkutano**

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---

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Tarehe: \_\_\_\_\_

Tarehe: \_\_\_\_\_

\_\_\_\_\_  
Sahihi ya Mwenyekiti

\_\_\_\_\_  
Sahihi ya Katibu

**KIAMBATANISHO: ORODHA YA MAHUDHURIO YA WANAKIKUNDI (KIAMBATANISHO 15)**

**Annex 8. Example of minutes from a TGA founding meeting.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_  
**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_  
**REGION** \_\_\_\_\_

**Minutes for registration of Tree Growers Association**

**Date:** \_\_\_\_\_

**Venue/Location of the meeting:** \_\_\_\_\_

**Agenda:**

1. Opening of the meeting
2. Request for registration of Tree Growers Association (TGA)
3. AOB
4. Closing of the meeting

**1. Opening of the meeting**

The Chairperson opened the meeting at...(fill in time)... by welcoming founder TGA members to participate and contribute their views actively in the meeting. H/She pointed out that the objective of the meeting is to discuss about registration of their TGA and later send a request for registration to the District or Town Council Director.

**2. Request for registration of a Tree Growers' Association**

Founding members of the TGA started the discussion by reviewing all parts of the constitution and proposing parts to be refined therein. After a detailed discussion, some parts in the constitutions were refined and later approved for use. However, members agreed one another that the constitution will be reviewed on regular basis to suit changes that will be happening.

During the discussion, members discussed and agreed on the name of the TGA. The meeting was attended by.....founder members. The majority of the founder members voted for ...*(fill in proposed name)*...as the name of their TGA. A total of .....members (.....females and .....male) attended to the meeting. The attendance list attached.

**3. AOB**

There was no any AOB from members.

**4. Closing of the meeting**

The Chairperson thanked the members for their constructive contributions and assured them that the request for registration will be submitted to the authority in time. The Chairperson closed the meeting at.....

Date: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_

Chairperson's signature

Secretary's signature

**ANNEX: LIST OF PARTICIPANTS (ANNEX 15)**

**KIAMBATANISHO 8. Mfano wa muhtasari wa mkutano wa kuanzisha TGA**

JINA LA TGA \_\_\_\_\_ KIJJI \_\_\_\_\_

KATA \_\_\_\_\_ WILAYA \_\_\_\_\_

MKOA \_\_\_\_\_

**Muhtasari wa usajili wa TGA**

TAREHE: \_\_\_\_\_

Sehemu/Mahali pa mkutano: \_\_\_\_\_

**Ajenda:**

1. Kufungua mkutano
2. Maombi ya usajili wa Kikundi cha Wapanda Miti (TGA)
3. Mengineyo
4. Kufunga mkutano

**1. Kufungua mkuatno**

Mwenyekiti alifungua mkutano saa.....(taja mda) kwa kuwakaribisha wanachama anzilishi kushiriki na kuchangia mawazo yao katika mkutano. Alisema kuwa lengo la mkutano ni kujadli kuhusu usajili wa TGA na baadae kutuma maombi ya usajili kwa Mkurugenzi wa Mji aU Wilaya.

**2. Maombi ya Usajili wa Kiukundi cha Wapanda Miti**

Wanachama waanzilishi wa TGA walianza majadiliano kwa kupitia katiba na kupendekeza sehemu za kurekebisha. Baada ya majadiliano ya kina, baadhi ya sehemu za katiba zilirekebishwa na kuthibitishwa kutumika. Hata hivyo, wanachama walikubaliana kuwa katiba itakuwa inafanyiwa mapitio katika vipindi maalum ili kukidhi mabadiliko yatatayokuwa yanatokea.

Wakati wa majadiliano, wanachama walijadili na kukubali kuhusu jina la TGA. Mkutano ulihudhuriwa na wanachama waanzilishi.....(taja idadi). Wengi ya wanachama walipiga kura jina la kikundi kuwa ..... (taja jina). Jumla ya wanachama.....(wanawake.....na wanume.....) walihudhuria katika mkutano. Mahudhurio yameambatanishwa.

**3. Mengineyo**

Hakuwepo na mengineyo kutoka kwa wanachama.

**4. Kufunga mkutano**

Mwenyekiti aliwashukuru wanachama kwa michango yao mizuri na akawahakikishia kuwa maombi ya usajili yatawasilishwa katika mamlaka kwa wakati. Mwenyekiti alifunga mkutano saa.....

Tarehe: \_\_\_\_\_

Tarehe: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

Sahihi ya Katibu

**KIAMBATANISHO: ORODHA YA MAHUDHURIO YA WANAKIKUNDI (KIAMBATANISHO 15)**

**Annex 9. Example of cover letter from TGA requesting registration.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_

**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_

**REGION** \_\_\_\_\_

**Contact:**

**P. O. Box** \_\_\_\_\_

**Phone Number** \_\_\_\_\_

**To: District Executive Director or Town Executive Director**

**DISTRICT** \_\_\_\_\_

**REGION** \_\_\_\_\_

**P. O. Box** \_\_\_\_\_

**U. f. s Ward Executive Officer**

**U. f. s Village Executive Officer**

**Request for registration of the Tree Growers Association**

We would like to inform you that we are a TGA operating in \_\_\_\_\_ village. The members of our TGA held a meeting on \_\_\_\_\_ with the purpose of discussing the registration of the TGA. During the meeting, we agreed that our TGA will be named as \_\_\_\_\_. The TGA will be run based on the approved constitution. For details refer to the attached constitution and attendance list.

In view of the above, we are presenting to you our request for registration.

Date: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Chairperson's signature

Secretary's signature

**KIAMBATANISHO 9. Mfano wa barua ya kuomba usajili wa TGA.**

**JINA LA TGA** \_\_\_\_\_ **KIJJI** \_\_\_\_\_

**KATA** \_\_\_\_\_ **WILAYA** \_\_\_\_\_

**MKOA** \_\_\_\_\_

**Mawasiliano:**

**S. L. P** \_\_\_\_\_

**Namba ya simu** \_\_\_\_\_

Kwa: Mkurugenzi Mtendaji wa Wilaya au Mkurugenzi Mtendaji wa Mji

**WILAYA** \_\_\_\_\_

**MKOA** \_\_\_\_\_

**S. L. P** \_\_\_\_\_

**Maombi ya usajili wa Kikundi cha Kupanda Miti**

Tungependa kukujulisha kuwa sisi ni Kikundi cha Kupanda Miti (TGA) ambacho tupo kijiji cha.....

Wanachama wa TGA yetu walikaa mkutano mnamo.....kwa lengo la kujadili usajili wa TGA. Wakati wa mkutano tulikubaliana kuwa TGA yetu ijulikane kama.....TGA itaendeshwa kwa kufuata katiba iliyopitishwa . Kwa maelezo ya kina rejea katiba iliyoambatanishwa na orodha ya mahudhurio.

Kwa maelezo hayo hapo juu, tunawasilisha kwako maombi ya usajili.

Tarehe: \_\_\_\_\_ Tarehe: \_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

\_\_\_\_\_

Sahihi ya Katibu



**Annex 10. CV template for TGA leaders.**

1. Full name: \_\_\_\_\_
2. Date of birth: \_\_\_\_\_
3. Place of birth: \_\_\_\_\_
4. Marital status: \_\_\_\_\_
5. Requested leadership position: \_\_\_\_\_

**6. Education:**

Education level	Name of school & district	Starting year	Completion year
1. Primary education			
2. Ordinary secondary education			
3. Advanced secondary education			

**7. Attended professional courses:**

Qualifications obtained (specify)	Name of college & district	Starting year	Completion year

**8. Date and signature:**

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Name clarification: \_\_\_\_\_

**KIAMBATANISHO 10. Mfano wa wasifu wa viongozi wa kikundi.**

1. Majina kamili: \_\_\_\_\_
2. Tarehe ya kuzaliwa: \_\_\_\_\_
3. Mahali ulipozaliwa: \_\_\_\_\_
4. Hali ya ndoa: \_\_\_\_\_
5. Nafasi ya uongozi iliyoombwa: \_\_\_\_\_

**6. Elimu:**

Kiwango cha elimu	Jina la shule na wilaya	Mwaka wa kuanza	Mwaka wa kumaliza
1. Elimu ya msingi			
2. Elimu ya sekondari (kidato cha 4)			
3. Elimu ya sekondari (kidato cha 5 & 6)			

**7. Mafunzo ya kitaalam:**

Viwango vilivyopatikana (taja)	Jina la chuo & wilaya	Mwaka wa kuanza	Mwaka wa kumaliza

**8. Tarehe na sahihi:**

Tarehe: \_\_\_\_\_

Sahihi: \_\_\_\_\_

Jina la aliyeweka sahihi: \_\_\_\_\_

**Annex 11. Standard TGA monthly meeting agenda.**

<b>No.</b>	<b>Topic</b>	<b>Responsible person</b>
1	Opening of meeting	TGA chairperson
2	Adoption of agenda	TGA chairperson
3	Reading and approval of the previous meeting minutes	TGA secretary/ chairperson
4	Execution of issues raised in the previous meeting	TGA secretary/ chairperson
5	TGA financial report	TGA treasurer
6	Information on current issues in forestry, training opportunities, business opportunities	TGA chairperson/project officer/facilitator
7	Planning and agreeing on TGA activities for the next month	TGA chairperson/project officer/facilitator
8	AOB (any other business)	All members
9	Closing of the meeting	TGA chairperson

**KIAMBATANISHO 11. Agenda za mkutano wa mwezi wa kikundi.**

<b>Na.</b>	<b>Mada</b>	<b>Mhusika</b>
1	Kufungua mkutano	Mwenyekiti wa kikundi
2	Kuthibitisha ajenda za mkutano	Mwenyekiti wa kikundi
3	Kusoma na kuthibitisha muhtasari wa mkutano uliopita	Katibu wa kikundi/Mwenyekiti
4	Utekelezaji wa maazimio ya mkutano uliopita	Katibu/Mwenyekiti
5	Taarifa ya fedha ya kikundi	Mweka hazina wa kikundi
6	Taarifa kuhusu masuala ya misitu, fursa za mafunzo na biashara	Mwenyekiti wa kikundi/Afisa Miradi/Mwezeshaji
7	Kupanga na kukubaliana shughuli za zitakazofanyika mwezi unaofuata	Mwenyekiti wa kikundi/Afisa Miradi/Mwezeshaji
8	Mengineyo kwa idhini ya mwenyekiti	Wajumbe wote
9	Kufunga mkutano	Mwenyekiti wa kikundi

**Annex 12. Standard TGA annual and biannual meeting agenda.**

<b>No.</b>	<b>Topic</b>	<b>Responsible person</b>
1	Opening of meeting	TGA chairperson
2	Electing the meeting representatives: chairperson, secretary and vote counters	TGA chairperson
3	Approval of agenda	Elected meeting chairperson
4	Reading and approval of previous meeting minutes	Elected meeting chairperson/secretary
5	Execution of issues raised in the previous meeting	Elected meeting chairperson/secretary
6	Presenting the annual/biannual TGA report (organized activities, achieved results, status of plantations etc.)	TGA chairperson/project officer/facilitator
7	Approval of the annual/biannual TGA report	Elected meeting chairperson
8	Presenting the annual/biannual TGA financial report	TGA treasurer
9	Approval of the annual/biannual TGA financial report	Elected meeting chairperson
10	Presenting the activity plan for the upcoming 6 months (TGA work plan): forestry issues, training opportunities, business opportunities	TGA chairperson/project officer/facilitator
11	Approval of the activity plan	Elected meeting chairperson
12	Any other business (AOB)	Elected meeting chairperson
13	Closing of the meeting	TGA chairperson

**KIAMBATANISHO 12. Agenda za mkutano wa mwaka na nusu mwaka wa kikundi.**

<b>Na.</b>	<b>Mada</b>	<b>Mhusika</b>
1	Kufungua mkutano	Mwenyekiti wa TGA
2	Kuchagua wawakilishi wa mkutano: mwenyekiti, katibu na wahesabuji kura	Mwenyekiti wa TGA
3	Kuthibitisha ajenda	Mwenyekiti aliyechaguliwa kwenye mkutano
4	Kusoma na kuthibitisha muhtasari wa mkutano uliopita	Mwenyekiti au katibu aliyechaguliwa kwenye mkutano
5	Utekelezaji wa yatoکانayo na mkutano uliopita	Mwenyekiti au katibu aliyechaguliwa kwenye mkutano
6	Kuwasilisha taarifa ya TGA ya mwaka/nusu mwaka (shuguli zilizopangwa, matokeo yaliyofikiwa, hali ya mashamba nk)	Mwenyekiti aliyechaguliwa kwenye mkutano/Afisa Miradi/Mwezeshaji
7	Kuthibitisha taarifa ya mwaka/nusu mwaka ya TGA	Mwenyekiti aliyechaguliwa kwenye mkutano
8	Kuwasilisha taarifa ya fedha ya mwaka/nusu mwaka ya TGA	Mweka Hazina
9	Kuthibitisha taarifa ya fedha ya mwaka/nusu mwaka ya TGA	Mwenyekiti aliyechaguliwa kwenye mkutano
10	Kuwasilisha mpango kazi wa miezi 6 ijayo (mpango kazi wa TGA) masuala ya misitu, fursa za mafunzo, fursa za biashara	Mwenyekiti wa TGA/Afisa Miradi/Mwezeshaji
11	Kuthibitisha mpango kazi	Mwenyekiti aliyechaguliwa kwenye mkutano
12	Mengineyo kwa idhini ya mwenyekiti	Mwenyekiti aliyechaguliwa kwenye mkutano
13	Kufunga mkutano	Mwenyekiti wa TGA

**Annex 13. Standard TGA meeting minute taking form.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_

**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_

**REGION** \_\_\_\_\_ **DATE** \_\_\_\_\_

**Number of attendees:** \_\_\_\_\_ **Number of absent members:** \_\_\_\_\_

**Meeting minutes according to agenda:**

Number (in line with agenda)	Issue (in line with agenda)	Discussion highlights	Decision
1-15 (see Kiswahili version)			

Date: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Elected chairperson's signature

Elected secretary's signature

**ANNEX: LIST OF PARTICIPANTS (Annex 15)**

**KIAMBATANISHO 13. Fomu ya kuandika muhtasari katika kikundi.**

**JINA LA KIKUNDI** \_\_\_\_\_ **KIJIJI** \_\_\_\_\_

**KATA** \_\_\_\_\_ **WILAYA** \_\_\_\_\_

**MKOA** \_\_\_\_\_ **TAREHE** \_\_\_\_\_

**Idadi ya waliohudhuria:** \_\_\_\_\_ **Idadi ya wasiofika:** \_\_\_\_\_

**Mihtasari kulingana na ajenda:**

<b>Namba kwa mtiririko wa ajenda</b>	<b>Jambo linalojadiliwa kwa mtiririko wa ajenda</b>	<b>Jambo yaliyojadiliwa kwa ufupi</b>	<b>Uamuzi uliotolewa</b>
1			
2			
3			
4			
5			
6			
7			

Namba kwa mtiririko wa ajenda	Jambo linalojadiliwa kwa mtiririko wa ajenda	Jambo yaliyojadaliwa kwa ufupi	Uamuzi uliotolewa
8			
9			
10			
11			
12			
13			
14			
15			

Tarehe: \_\_\_\_\_ Tarehe: \_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti aliyechaguliwa

Sahihi ya Katibu aliyechaguliwa

**KIAMBATANISHO: ORODHA YA MAHUDHURIO YA WANAKIKUNDI (KIAMBATANISHO 15)**



**Annex 14. Standard TGA biannual and annual report template.**

**NAME OF THE TGA** \_\_\_\_\_ **VILLAGE** \_\_\_\_\_  
**WARD** \_\_\_\_\_ **DISTRICT** \_\_\_\_\_  
**REGION** \_\_\_\_\_ **REPORTING PERIOD** \_\_\_\_\_

**A. PLANNED ACTIVITIES vs. IMPLEMENTED ACTIVITIES**

Number	Planned activity	Implemented activity	Reasons for deviation
1-10 (see Kiswahili version)			

**B. FACED CHALLENGES, CANCELLED ACTIVITIES & LESSONS LEARNED**

Number	Activity	Faced challenges and difficulties	Mitigating actions and lessons learned
1-5 (see Kiswahili version)			

**C. RECOMMENDATIONS AND CONCLUSION**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Prepared by:**

Date: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

Chairperson's signature

Secretary's signature

**Approved by (two members of the TGA executive committee):**

Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

**ANNEX: Financial report (Annex 6)**

**KIAMBATANISHO 14. Ripoti ya nusu mwaka na mwaka.**

**JINA LA KIKUNDI** \_\_\_\_\_ **KIJIJI** \_\_\_\_\_

**KATA** \_\_\_\_\_ **WILAYA** \_\_\_\_\_

**MKOA** \_\_\_\_\_ **KIPINDI CHA TAARIFA** \_\_\_\_\_

**A. Shughuli zilizopangwa dhidi ya shughuli zilizotekelezwa**

<b>Na.</b>	<b>Shughuli zilizopangwa</b>	<b>Utekelezaji</b>	<b>Sababu ya tofauti katika utekelezaji</b>
1			
2			
3			
4			
5			
6			

<b>Na.</b>	<b>Shughuli zilizopangwa</b>	<b>Utekelezaji</b>	<b>Sababu ya tofauti katika utekelezaji</b>
7			
8			
9			
10			

**B. Changamoto, shughuli zilizofutwa & mambo mliyofunza (fundisho)**

<b>Na</b>	<b>Shughuli</b>	<b>Changamoto na matatizo</b>	<b>Mikakati na mambo mliyofunza</b>
1			
2			
3			

Na	Shughuli	Changamoto na matatizo	Mikakati na mambo mliyojifunza
4			
5			

**C. Mapendekezo na hitimisho**

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**Imeandaliwa na:**

Tarehe: \_\_\_\_\_ Tarehe: \_\_\_\_\_

\_\_\_\_\_

Sahihi ya Mwenyekiti

Sahihi ya Katibu

**Imethibitishwa na (wanachama wawili Kamati Tendaji ya TGA):**

Jina \_\_\_\_\_ Sahihi \_\_\_\_\_ Tarehe \_\_\_\_\_

Jina \_\_\_\_\_ Sahihi \_\_\_\_\_ Tarehe \_\_\_\_\_

**KIAMBATANISHO: Fomu ya taarifa ya fedha ya kikundi (KIAMBATANISHO 6)**

**Annex 15. Standard list of participants for TGA meetings and events.**

No.	Name	Title (role in TGA)	Gender	Signature
1				
2				
3				
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150				

**KIAMBATANISHO 15. Orodha ya mahudhurio ya wanakikundi.**

<b>Na.</b>	<b>Jina</b>	<b>Wadhifa (kazi ndani ya TGA)</b>	<b>Jinsi</b>	<b>Sahihi</b>
1				
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10				
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14				
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16				
17				
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23				
24				
25				
26				
27				
28				
29				
30				
31				

<b>Na.</b>	<b>Jina</b>	<b>Wadhifa (kazi ndani ya TGA)</b>	<b>Jinsi</b>	<b>Sahihi</b>
32				
33				
34				
35				
36				
37				
38				
39				
40				
41				
42				
43				
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59				
60				
61				
62				
63				

<b>Na.</b>	<b>Jina</b>	<b>Wadhifa (kazi ndani ya TGA)</b>	<b>Jinsi</b>	<b>Sahihi</b>
64				
65				
66				
67				
68				
69				
70				
71				
72				
73				
74				
75				
76				
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79				
80				
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90				
91				
92				
93				
94				
95				



<b>Na.</b>	<b>Jina</b>	<b>Wadhifa (kazi ndani ya TGA)</b>	<b>Jinsi</b>	<b>Sahihi</b>
96				
97				
98				
99				
100				
101				
102				
103				
104				
105				
106				
107				
108				
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122				
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124				
125				
126				
127				

<b>Na.</b>	<b>Jina</b>	<b>Wadhifa (kazi ndani ya TGA)</b>	<b>Jinsi</b>	<b>Sahihi</b>
128				
129				
130				
131				
132				
133				
134				
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149				
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**Indufor** ...forest intelligence

**NIRAS**