



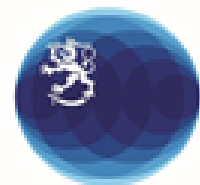
PARTICIPATORY PLANTATION FORESTRY PROGRAMME

GUIDELINE FOR FACILITATION OF TREE GROWERS' ASSOCIATION ESTABLISHMENT AND STRENGTHENING

December 2020



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



Embassy of Finland
Dar es Salaam



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Guideline for Facilitation of Tree Growers' Association Establishment and Strengthening Participatory Plantation Forestry Programme – PFP-2

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TABLE OF CONTENTS

1.	INTRODUCTION	1
1.1	Background.....	1
1.2	The Tree Growers Associations in Tanzania	1
2.	KEY PRINCIPLES IN FACILITATION OF TGA ESTABLISHMENT AND STRENGTHENING	2
2.1	Genuine “willingness to get organised” is the foundation for TGA establishment.....	2
2.2	The point of engagement in a village is existing TGA or tree grower groups	2
2.3	Strengthening a TGA is about the organisation	2
2.4	HRBA and inclusiveness provides the framework.....	3
2.5	Benchmarks provide the direction for TGA strengthening.....	3
2.6	A well-structured and continuous process for TGA facilitation	4
2.7	Realities of the TGA dictate the support and sufficient skills among facilitators is key	4
2.8	Cooperation with DCs, MNRT, TTGAU and other service providers to promote sustainability	5
3.	THE BENCHMARKS – CHARACTERISTICS FOR A WELL-FUNCTIONING TGA.....	6
3.1	Administration and management.....	6
3.1.1	Registration and founding documents.....	6
3.1.2	Leadership, meetings and office	6
3.1.3	Finance- and asset management.....	7
3.1.4	Plans and planning procedures.....	7
3.1.5	Information sharing.....	8
3.2	Service delivery to members	8
3.2.1	Service provision and feedback mechanisms.....	8
3.3	Milestones – information to guide TGA growth towards benchmarks	8
4.	FACILITATING THE ESTABLISHMENT OF A TREE GROWERS ASSOCIATION.....	10
4.1	Introduction	10
4.2	Step 1: Mobilization	10
4.2.1	Preparatory meetings prior to engagement in the village	10
4.2.2	Meetings at village level	11
4.3	Step 2: Establishment.....	12
5.	STRENGTHENING OF A TREE GROWERS ASSOCIATION	14
5.1	The framework.....	14
5.2	Building TGA capacity on administration and management.....	14
5.2.1	Specific training for TGA leadership.....	15
5.2.2	Empowering TGA members.....	16
5.2.3	Plans and planning - strengthening the leaders and members’ perspectives on what their TGA is and what it could be	17
5.3	Strengthening TGA service delivery	17
5.3.1	Service delivery that benefits members is the backbone of the TGA	17
5.3.2	Master Tree Growers (MTG).....	18
5.3.3	Strengthening tree growers’ capacity in forestry	19
6.	TRAINING MODULES TO STRENGTHEN FOREST MANAGEMENT	20
6.1	Introduction	20
6.2	Tree nursery establishment and management	20
6.2.1	Training at village level.....	20
6.2.2	Training in FWITC – for the MTGs	22
6.3	Plantation establishment	23
6.3.1	Establishment of new plantations.....	23
6.3.2	Management of natural regeneration	23
6.4	Plantation management – weeding	24
6.5	Plantation management – pruning.....	24

6.6	Plantation management – thinning	24
6.6.1	Training at village level.....	24
6.6.2	Training in FWITC – for the MTGs	25
6.7	Plantation management – harvesting.....	26
6.8	Plantation management – fire protection and control.....	26
6.8.1	Training at village level.....	26
6.8.2	Training in FWITC – for the MTGs	27
6.9	Tree growing as a business – how timber price is formed	27
6.9.1	Training at village level.....	27
6.9.2	Training in FWITC – for the MTGs	28

LIST OF ANNEXES

Annex 1: Recommendations for PFP-2	30
Annex 2: References	32
Annex 3: Forest management manuals and guidelines	33

LIST OF FIGURES

Figure 1: Benchmarks provide the direction for TGA strengthening interventions	4
Figure 2: Recommended process for TGA capacity strengthening.....	4
Figure 3: Meetings at village level during the mobilization	11
Figure 4: Establishment of a TGA.	12

LIST OF TABLES

Table 1: Milestones for TGA growth path	9
Table 2: Requirements for registration as CBO or association	13
Table 3: Training on nursery establishment and management at village level	21
Table 4: Training on nursery establishment and management at FWITC – for MTGs	22
Table 5: Training on plantation establishment.....	23
Table 6: Training on management of natural regeneration	23
Table 7: Training on weeding	24
Table 8: Training on pruning.....	24
Table 9: Training on thinning	25
Table 10: Training on thinning – for MTGs.....	25
Table 11: Training on harvesting – for entrepreneurs	26
Table 12: Training on fire prevention and fighting	27
Table 13: Training in timber price formation	28

ABBREVIATIONS

<i>TGA</i>	<i>Tree Growers Association</i>
<i>PFP 2</i>	<i>Private Forestry Programme-Phase 2</i>
<i>TTGAU</i>	<i>Tanzania Tree Growers Association Union</i>
<i>MNRT</i>	<i>Ministry of Natural Resources</i>
<i>NFBKP</i>	<i>National Forest and Beekeeping Programme</i>
<i>GA</i>	<i>General Assembly</i>
<i>EC</i>	<i>Executive Committee</i>
<i>HRBA</i>	<i>Human Right Based Approach</i>
<i>MTG</i>	<i>Master Tree Growers</i>
<i>FWITC</i>	<i>Forestry and Wood Industries Training Centre</i>
<i>FTI</i>	<i>Forestry Training Institute</i>

1. INTRODUCTION

1.1 Background

The “Guideline for Facilitation of Tree Growers’ Association Establishment and Strengthening” is intended to provide guidance to organisations and institution who are interested in facilitating the organization of tree growers into Tree Growers Associations (TGAs) and/or strengthening the performance of existing TGAs.

The guideline has been developed within the framework of PFP-2 as a part of the programme’s focus to streamline and standardize support processes towards the TGAs. The guideline will provide the directions for the PFP-2 in its engagement with the TGAs and is intended for immediate use within the programme. The longer-term intention is by PFP-2 to take the guideline for national acceptance by relevant ministries.

The structure of the guidelines are as follows:

- Chapter 2 provides the overall framework to apply when engaging in interventions to strengthen the tree growers’ organisation and outlines eight key principles to apply.
- Chapter 3 describes the characteristics of a well-functioning TGA and hence provides the basis for setting objectives in the capacity strengthening. The chapter also provides milestones to measure the growth and set more detailed targets for the support.
- Chapters 4 and 5 describes recommended interventions to support TGAs. One chapter is focusing on the facilitation for establishment of a TGA while the other is focusing on the interventions to strengthen an existing TGA.
- Chapter 6 describes recommended specific training modules on forest management both to strengthen TGA service delivery and tree growers capacity to manage and utilize their woodlots.

The guideline was prepared during the period November – December 2020 through a participatory process involving the PFP-2 team as well as the TTGAU and District Council professionals especially from Njombe and Makete. During the preparation, a wide range of relevant documents¹ was reviewed. The guideline was validated and adopted in a stakeholder workshop held on 8th of December in Mafinga.

1.2 The Tree Growers Associations in Tanzania

The first Tree Growers Associations (TGAs) were established in Tanzania in 2009 facilitated by Ministry of Natural Resources and Tourism (MNRT) through the National Forest and Beekeeping Programme (NFBKP). Through the facilitation from various support interventions, including the PFP Phase 1, the European Union through Green Resources Limited and Tanzania Tree Growers Associations Union (TTGAU), the number of TGAs in Tanzania has increased and it is estimated that there are now close to 150 in Southern Highlands of Tanzania.

The TGA in the Tanzanian context is a non-governmental organisation formed by tree growers at village level to support them in their tree growing. The membership in a TGA is voluntary and tree growers themselves decide whether to become a member or not.

A TGA benefits its members through a variety of service around forest management, marketing as well as speaking and acting on behalf of its members. However, at present the existing TGAs are still in the beginning of their growth path and will need to develop and grow stronger to be able to fully provide services to its members and sustain themselves as organisations.

¹ The reviewed documents are in the Annex 1 References

2. KEY PRINCIPLES IN FACILITATION OF TGA ESTABLISHMENT AND STRENGTHENING

It is recommended that institutions and organisations engaging in the facilitation of TGA establishment and strengthening adopt the key principles listed and described below. The key principles provide the overall framework for the support described in chapters 4 - 6.

2.1 Genuine “willingness to get organised” is the foundation for TGA establishment

The fundamental basis for facilitating tree growers to establish a TGA is that there among the tree growers is a genuine interest to organise themselves around tree growing. The “willingness to get organised” implies that the tree growers establish a TGA voluntarily.

The role of the facilitator is to help the tree growers come together, creating a platform where they can discuss their social and economic challenges in relation to their tree growing. The facilitator is to listen and learn and based on this help the tree growers to see opportunities for solving their challenges. The first and foremost emphasis of the facilitation, both when it comes to establishment of a TGA and strengthening an existing TGA, must be strengthening resource mobilization from within, empowering tree growers to become masters of their own destiny.

When facilitating tree growers in establishing a TGA, the awareness raising is about creating an understanding among the tree growers on what the TGA is and how it may become an avenue for addressing the challenges and capturing the opportunities that is in their tree growing. The awareness raising need also to include what is required for the benefits to materialize (i.e. the need for the TGA to develop) not to raise un-realistic expectations that may later turn into disappointments.

There is an inherent risk that the facilitation, instead of strengthening an understanding of internal resource mobilization as the solution, creates expectations among tree growers on benefits to be coming from the facilitator. This may then become the incentive for establishing the TGA, not a genuine understanding of the benefits that a TGA can provide in the long run. This risk needs to be carefully managed. The facilitation needs to avoid bringing along “packages” that serves as outside incentives/carrots for tree growers to join into a TGA.

Engaging in the facilitation of TGA establishment requires that the facilitating institution understands the “development path” of a TGA and that the establishment of a TGA is merely the start. Hence, the need to engage beyond the pure registration of a TGA, to strengthen the institution to grow towards being able to sustain itself through resource mobilization from within.

2.2 The point of engagement in a village is existing TGA or tree grower groups

It is recommended that the point of departure when engaging in TGA establishment in a village is to first identify already existing tree grower groups or TGA. If such exists the next step is to analyse them (function, structure, challenges etc.) to assess whether they can be the foundation for an inclusive TGA in the village. This recommendation is based on the principle of “Willingness To Get Organised” as well as the logics of building upon what already exists at village level.

If the assessment concludes that the existing TGA or group of tree growers has the potential to grow, adopt an inclusive approach to accept new members (i.e. interested tree growers in the village), the TGA establishment and strengthening process will build upon the existing group or TGA. If the assessment concludes differently, following the principles of HRBA and inclusiveness, facilitation of TGA establishment will proceed in parallel to existing groups or TGA, potentially resulting in more than one grouping (or TGA) in the village.

2.3 Strengthening a TGA is about the organisation

The philosophy behind the idea of TGAs is that the tree growers is having their own organisation providing them with services as well as providing them strength through unified actions and

voice (e.g. in timber marketing). Hence empowering tree growers to become masters of their own destiny. Strengthening a TGA implies strengthening the capacity of the institution to provide that service, i.e., strengthening the institution (the TGA) to be able to provide better services to tree growers (TGA members) so that they benefit more from their tree growing.

Therefore, there is a difference between institutional strengthening (the TGA) and building the capacity of tree growers (the TGA members). Training tree growers in forestry is not institutional strengthening, unless that capacity of the TGA to provide the same service is strengthened at the same time.

It is important to fully understand, that if the objective is strengthening the TGA, this implies specific targeted actions whereby the capacity of the organisation is built. This includes both its capacity to manage its affairs (administration and management) and building its capacity for service delivery to its members. Since the members of a TGA are tree growers, the service delivery will focus on issues related to forestry.

2.4 HRBA and inclusiveness provides the framework

Human Rights Based Approach (HRBA) is a central approach in development. Hence, HRBA provides the framework also with regards to TGA establishment and strengthening.

Interventions to facilitate TGA establishment and strengthening need to:

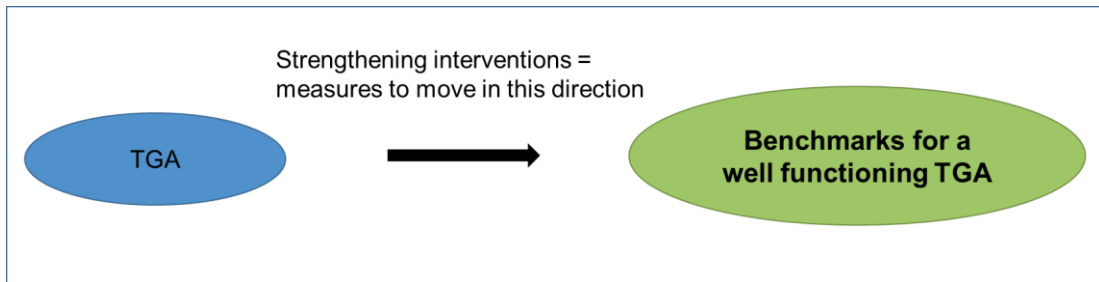
- Have the possibility to reach all tree growers in a village. This implies that a TGAs supported need to be inclusive with regards to allowing all tree growers to join the organisation and hence allowing all tree growers to equally benefit from services in a TGA.
- Apply an approach that is non-discriminatory and inclusive, allowing all tree growers to benefit.
- Specifically with regards to governance strengthening in a TGA, include interventions that empowers vulnerable and poorer members of the TGA including woman.
- Promote transparency, accountability as well as equality within the TGA. Hence, promote a service delivery in a TGA that answers to the needs of as many as possible in the TGA, not only the most powerful ones.

2.5 Benchmarks provide the direction for TGA strengthening

Benchmarks are characteristics for a well-functioning TGA. The benchmarks include how the TGA is running its affairs (administration and management) as well as the service delivery to its members.

The benchmarks provide the direction for TGA development and therefore sets the targets for TGA strengthening interventions. They also provide guidance in capacity needs assessment and planning strengthening interventions. If it is decided to set milestones as a part of a TGA strengthening package, the benchmarks come in handy there as well.

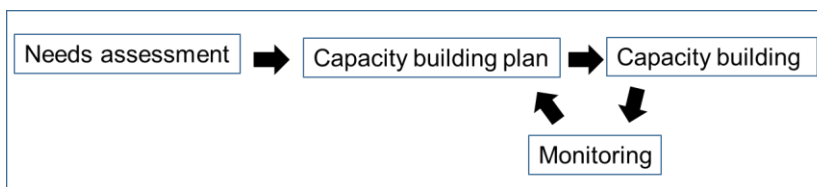
Figure 1: Benchmarks provide the direction for TGA strengthening interventions



2.6 A well-structured and continuous process for TGA facilitation

Strengthening a TGA is not a single training event. Instead, to nurture the growing of a TGA towards the benchmarks, the facilitation needs to be through a participatory, well-structured and continuous process. The capacity strengthening process is recommended to start with a capacity needs assessment and based on the assessment the participatory preparation of a capacity building plan for each TGA. The capacity building plan is to be owned by the TGA.

Figure 2: Recommended process for TGA capacity strengthening



The capacity strengthening is recommended to apply a variety of different methods (e.g. training events, hands-on mentoring, exchange visits, model forests) and to be continuous with monitoring and corrective measures when necessary. Furthermore, it is recommended that a holistic approach is applied in the capacity strengthening of the TGA including building capacity on administration and management and service delivery as well as empowering the members to participate in TGA decision making and hold the leadership accountable.

Support to facilitate the growth of a TGA is based on that there is a genuine commitment among the tree growers to be a part of the organisation and contribute to its development. If the commitment is not there and awareness raising interventions fail to achieve the required commitment, there needs to be an option to terminate the support to TGA institutional strengthening. This obviously does not imply that capacity strengthening interventions directed towards tree growers and their woodlot management and utilization will be terminated.

2.7 Realities of the TGA dictate the support and sufficient skills among facilitators is key

The capacity strengthening interventions needs to be based on the realities in the TGA when it comes to level of skills and understanding. This includes both what to be accomplished (e.g. the contents in a TGA plan, magnitude of expected service delivery) and the content and detail of the material used (e.g. level of literacy among TGA members).

Facilitating TGA establishment and strengthening is about creating platforms for tree growers to come together, reinforcing mobilization among tree growers and transforming mindsets to capture opportunities and solve challenges. Hence, facilitation requires skills and knowledge with regards to community facilitation techniques and HRBA. The facilitator need to fully understand the TGA concept when it comes to the philosophy behind it, the steps in forming a TGA, what a TGA can offer to a tree growers as well as opportunities and challenges in getting a TGA up and running.

In addition to “soft skills” described above, to strengthen the TGA in service delivery, the facilitator needs technical skills related to forestry and value addition of the wood.

Prior to engagement in the villages, it is recommended that skills and understanding is assessed among the facilitators and capacity strengthening carried out if necessary both when it comes to own personnel and potential service providers that are being engaged.

2.8 Cooperation with DCs, MNRT, TTGAU and other service providers to promote sustainability

The District Council is the government institution with mandate relevant to TGA establishment and strengthening at district level. The mandate of the DC includes both forestry and community development. The Ministry of Natural Resources and Tourism (MNRT) has the overall responsibility for formulation and implementation of forest policy and legislation in the country.

The Tanzania Tree Growers Association Union (TTGAU²) is the umbrella organisation for TGAs. The mandate of TTGAU is to promote the interest of tree growers who are organized in TGAs that are members in TTGAU.

Based on its mandate, it is recommended that MNRT is engaged and consulted during the facilitation of TGA establishment and strengthening. To promote the sustainability of support interventions on local level it is recommended that close cooperation is established with the DCs and TTGAU. It is recommended that such cooperation builds upon outlined and agreed upon information sharing, planning and reporting mechanisms as well as clearly outlined roles and responsibilities.

As outlined in chapters 4 – 6, the support to TGA establishment and strengthening cover a range of substance areas and the support interventions will need to be adapted to the level of skills and understanding at village level.

² A TGA has the opportunity to seek membership in the TTGAU and the membership is voluntary.

3. THE BENCHMARKS – CHARACTERISTICS FOR A WELL-FUNCTIONING TGA

The characteristics for a well-functioning TGA include the running of its affairs (administration and management) and the services it provides to its members as well as compliance to the legal framework. The TGA constitution provides the overall framework and hence provides for opportunities and/or set limitations to the functioning of the TGA. At the same time, a well-functioning TGA adheres to the guidelines set in its constitution.

A well-functioning TGA is dynamic both when it comes to service delivery and size, addressing changes in the operating environment and needs among tree growers, the latter implying also welcoming new tree growers into the organisation. The framework for a dynamic TGA is provided by its constitution (e.g. being inclusive) and its plans (road map and direction).

The recommended benchmarks are listed and described in the chapters below. It is important to recognise that the benchmarks describe a well-functioning TGA and are ambitious. Given the starting point, the road to achieving all the benchmarks may be ambitious for many TGAs. In chapter 3.3 milestones are proposed to guide the facilitation of TGA development.

3.1 Administration and management³

3.1.1 Registration and founding documents

Benchmark: TGA constitution

The TGA has a constitution that provides the overall framework for the functioning and service delivery. It also determines who can be a member of the TGA and hence the level of inclusiveness of the TGA. A well-functioning TGA not only has a good constitution but is also adhering to it. Hence, when assessing a TGA, the constitution is an important reference document.

A well-formulated constitution includes except the name and address of the TGA: i) the direction (objectives, vision and mission), ii) membership selection, iii) guidance for leadership and members (roles and responsibilities, election procedures) and iv) management (meetings, fees, financial management, reporting), v) gender aspects.

Benchmark: Registration

The TGA is registered⁴ either as a CBO at the DC or as an Association in the Ministry of Home Affairs. The registration is a pre-condition for official recognition of a TGA by authorities as a legal entity and hence for example being able to open a bank account or engage in business and trading.

3.1.2 Leadership, meetings and office

Benchmark: Leadership and empowered members

The TGA has an elected leadership as outlined in the constitution including at least Chairperson, Secretary and Treasurer. The leadership is elected as outlined in the constitution and the elections are free, fair and inclusive. The members are well aware on their rights and are empowered to hold the leadership accountable.

Strong leadership and empowered members are one of the key pillars for a well-functioning TGA. Therefore, strong leadership and empowered members will to a considerable extent determine whether a TGA will be able to reach towards the other benchmarks.

³ See also PFP “Administration Manual for Tanzanian Tree Growers Associations”

⁴ To become a member of the TTGAU the TGA needs to be registered as an association in the Ministry of Home Affairs.

Benchmark: Meetings

Regular meetings are held. The minimum frequency of meetings is what is outlined in the constitution, i.e. General Assembly (GA) and Executive Committee (EC) meetings. Members are informed on up-coming meetings in advance including agenda, hence allowing for equal participation among members. Meetings are conducted in an atmosphere that is encouraging all members to raise their voice. Minutes are prepared and approved in following meeting. The minutes are archived in the TGA office.

Benchmark: Office

The TGA has a registry office located as its visiting address. The registry office includes facilities for finance- and asset management (lockable cabinets, box for tools and equipment) as well as necessary furniture for the leadership to carry out their duties and for holding meetings.

3.1.3 Finance- and asset management

Benchmark: Finance management

The TGA has a bank account and functioning accounting and bookkeeping procedures including procedures for approval of use of funds ("checks and balances"). Finance reporting is carried out to members in line with the constitution. External auditing⁵ is carried out on an annual basis and shows good finance management.

Benchmark: Asset management and record keeping

The TGA assets are recorded in an asset list that is kept in the office. The asset list is up-dated at least bi-annually. Movable assets (e.g. tools) are kept in the office with proper procedures for recording the lending/hiring to members.

TGA documents such as the constitution, membership register, plans, reports, minutes of meetings, activity reports are archived in lockable cabinet in the office. The archives are systematic allowing for easy retrieval of documents when necessary.

Benchmark: Membership fees

TGA members pay their membership fees.

3.1.4 Plans and planning procedures

Benchmark: Plans

The TGA maintains a planning framework including annual plans of operation and strategic plans. The plans represent the realities in the TGA both when it comes to detail and ambition. The plans reflect a clear picture on services needed and opportunities to provide benefits to the members as well as visions for the future. In case of the TGA undertaking special projects, specific plans are prepared for such. The plans are the roadmap for service delivery including activities, resources and schedules, as well as the basis for reporting.

Benchmark: Planning procedures

The TGA has outlined clear procedures for preparing both annual plans and strategic plans. The procedures are followed, and participatory approaches are applied to ensure inclusiveness of all members in the planning process.

⁵ The DC cooperative office may be used for this purpose

3.1.5 Information sharing

Benchmark: Reports

Reports are prepared in line with the requirements in the TGA constitution, legislation and membership in organisations. The reports include internal and external reports. The latter include reports to Local Government Authorities and to TTGAU (if member).

The internal reports are reports to the Executive Committee as well as to members and include at the minimum annual and quarterly reports on substance and finance. The reports inform on activities in the TGA and reflect upon progress as compared to plans. The reports are a main mechanism for information sharing and communication and enable the members to be well informed on events in the TGA.

Benchmark: Notice Board

A notice board is operated in the village for information sharing purposes. On the notice board the TGA provides information on meeting schedules and up-coming events.

Benchmark: SMS system

Information is shared within the TGA through a SMS system covering all members. The SMS system complements the notice board and provides information on up-coming events as well as current forestry related issues e.g. on timber markets.

3.2 Service delivery to members

3.2.1 Service provision and feedback mechanisms

Benchmark: Provision of services

The TGA plans are operationalized into service provision to members. All members are provided with equal opportunities to access the services. The feedback mechanism shows that members are satisfied with services with regards to comprehensiveness, quality and cost.

The service delivery is executed through own staff/members or through service providers. The TGA keeps a record on potential service providers to engage.

Benchmark: Feedback mechanism

The TGA operates a feedback mechanism allowing the members to provide feedback on the service provided by the TGA as well as proposing new services. The feedback is processed and regularly presented in member's meetings. The feedback mechanism provides guidance for improvement in the quality of services as well as the up-take of new services in the TGA.

Benchmark: Sustainability of service delivery

The service delivery provides income to the TGA that enables the organisation to provide services to its members and sustain the management of the organisation.

3.3 Milestones – information to guide TGA growth towards benchmarks

The aim of the capacity strengthening is to facilitate the growth of a TGA towards the benchmarks. The table on the next page proposes milestones for measuring the growth with regards to each benchmark. The purpose of the proposed milestones is to measure progress towards achieving the benchmarks. For example, there are 3 milestones for the benchmark on finance management, no 1 relates to having the procedures in place (bank account and bookkeeping). Having reached this milestone, the next target is system functioning resulting in finance reporting. No 3 target is having external audits showing good finance management.

The regular monitoring will provide information on the performance improvement and the planning of the next support interventions in quarterly and/or annual planning.

Table 1: Milestones for TGA growth path

Benchmark	Milestone	Comments
TGA registration	1. TGA is registered	
Leadership and empowerment of members	1. Permanent leaders are elected	
	2. Re-election of leaders is carried out in line with constitution	The milestone is to be followed up in line with schedules for the re-election
Meetings	1. GA and EC meetings are held in line with the constitution	
	2. Agenda and minutes distributed	
Office	1. TGA office is established	
Finance management	1. Bank account is opened, accounting procedures and cash handling systems are in place	
	2. Finance reports are prepared in line with the constitution and made available/presented to members	
	3. External audits carried out on annually	
Asset management and record keeping	1. Assets are recorded and the list is available	
	2. Asset list is up-dated annually	
	3. Archives is established with storing facilities for all TGA documents.	
Members	1. The constitution welcomes new members	
	2. The number of members in the TGA is 50 % of the tree growers in the village	
	3. The number of members is 75 % of the members in the village	
Plans and service delivery	1. Annual plan of operations (AOP) or similar prepared to guide service delivery	Milestones for the benchmarks on plans and service delivery are combined since they are closely related
	2. Operations are carried out to some extent in line with the AOP or similar	
	3. AOP, or similar is prepared for year 2	Milestones for service delivery need to be up-dated when the AOP, or similar is prepared since the details will come from there
	4. Operations are carried out to to a greated extent in line with the AOP or similar	
	5. Service delivery provides income enabling TGA to expand on services	
Reports	1. Reports are prepared in line with the requirements in the constitution	
Information system	1. Digital system is in place and operational for information sharing	
	2. The system provides regularly up-date information valuable for income generation for the tree growers	

4. FACILITATING THE ESTABLISHMENT OF A TREE GROWERS ASSOCIATION

4.1 Introduction

A genuine “willingness to get organised” among the tree growers is the foundation for TGA establishment. The role of the facilitator is to provide an understanding among tree growers of the benefits of TGAs and hence promote their interest to establish a TGA. The promotion of TGAs needs to carefully manage the risk that tree growers start expecting benefits from the actual facilitation and this becomes the incentive for them to establish their TGA.

The point of departure is to start with what already exists in a village. Hence to first identify, engage with, and analyse existing TGAs or tree grower groups to find out whether they can provide the foundation for an inclusive TGA in the village. The recommended minimum size⁶ of a TGA is 30 members.

Facilitation requires time, skills and knowledge. The skills are above all related to participatory community engagement and HRBA and group formation. To be able to promote TGAs, the facilitator needs to have a good understanding of what a TGA is, the benefits from being a member of a TGA and the opportunities and challenges that lies ahead in getting a TGA up and running.

The recommended process in facilitating the establishment of a TGA is outlined in the chapters below. The facilitation needs to ensure that the TGA establishment process is participatory and inclusive of all tree growers (i.e. potential members of the TGA) in the village.

There are two main steps in facilitating the establishment of a TGA:

- i. The mobilization
- ii. The establishment of a TGA.

The “mobilization” is about raising awareness and understanding among tree growers on what a TGA is as well as potential benefits from establishing a TGA. If tree growers see the benefits in establishing a TGA, the facilitation will proceed from mobilization to the next step, i.e. establishment. If the tree growers are not interested in organising themselves into a TGA, the process stops at mobilization.

The “establishment” is about facilitating the tree growers in establishing their TGA. This step is completed when the TGA is registered at the appropriate authority.

4.2 Step 1: Mobilization

4.2.1 Preparatory meetings prior to engagement in the village

Communicating with relevant institution

The facilitator needs to be well informed and acquire all the necessary institutional and process information. Among many others, the guideline recommends communication with key relevant institutions including local government authorities (LGAs), TTGAU, TFS and other related. Through this consultation the facilitator will get information on possible existing TGAs in the target village as well as possible other on-going interventions that needs to be considered in the further facilitation. At this stage the facilitator should keep in mind on the sustainability of the to be formed TGA by promoting a good cooperation and a transparent facilitation process.

⁶ The TTGAU is recommending the size of a TGA to be 30 – 200 members. The upper limit considering the management capacity of present TGAs. If there are more than 200 tree growers in a village TTGAU recommend forming several TGAs in the same village.

Communicating with responsible authorities

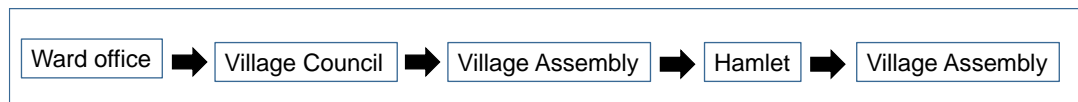
Prior to the facilitation at village level, it is recommended that facilitator engages with local government authorities (LGAs) that includes both regional and district government authorities. In this engagement RAS and DED as well as relevant departments (forestry and community development) are informed about the intention to facilitate a potential establishment of a TGA among tree growers in a village. The support of the various departments in the facilitation in the village is planned and agreed upon. Therefore, the outcome of the engagement with LGAs is both clear awareness and agreed upon process ahead as well as roles and responsibilities.

4.2.2 Meetings at village level

It is recommended to allocate sufficient time for engagement at the village. A rule of thumb is to spend at least one week in the village. The procedure at village is outlined in the figure below.

If the Village Assembly meeting, the last meeting in the process, concludes that there is an interest among tree growers to establish a TGA, the village leaders take a lead to list the names of the tree growers interested to join into a TGA. It is recommended that the village leaders write a letter to the ward, DC and TTGAU to inform about the decision and the process ahead.

Figure 3: Meetings at village level during the mobilization



Meeting at Ward office

The facilitation at village level starts with the meeting at the Ward office. The objective of this meeting is to inform about the intention to facilitate a potential establishment of a TGA among tree growers in a specific village in the ward.

Village Council meeting

The meeting with the Village Council have the same objective as the meeting at the DC, i.e. to inform about the intention to facilitate a potential establishment of a TGA among tree growers in the village and to agree on process ahead as well as roles and responsibilities. In addition, this gives room for the village government to own and lead the process.

Village Assembly

The objective of the Village Assembly (VA) is to inform villagers that the engagement in the village is starting at ward level. At the same time the villagers are informed about the schedules for the awareness raising in the hamlets and the final VA meetings.

Awareness raising in hamlets

The awareness raising at each and every hamlet is where the actual engagement with tree growers starts. Here the facilitation adopts a participatory and inclusive approach in the engagement with the tree growers. The hamlet leader works with facilitator in awareness raising about TGAs. It is recommended that 1 day is allocated for the engagement in each hamlet and that specific attention is put into ensuring that all groups of tree growers are involved and heard.

Village Assembly

The awareness raising in hamlets are followed by a Village Assembly (VA). In the VA, the conclusion from the meetings in the hamlets are presented and further discussed. If there is no interest among tree growers to establish their TGA, this is concluded, and the facilitation ends with the VA meeting. If again the meetings at hamlet level have resulted in interest to establish a TGA, the matter is further discussed, potential additional questions clarified and the process ahead in the establishment described.

4.3 Step 2: Establishment

Facilitation for the establishment of a TGA is about:

- Creating further awareness and understanding of what a TGA is and especially about requirements of the leaders and what to expect from leaders in a TGA. In the awareness raising gender aspects are highlighted to promote a gender balanced approach in the selection of village leaders.
- Developing the TGA constitution including the members' understanding on what a constitution is, substance areas that need to be in the constitution and a participatory formulation of the constitution. Specific attention is to be given to an inclusive approach in welcoming members into the TGA. A model constitution forms the basis for this facilitation.
- Supporting the members in their decision on which form of organisation to establish (commonly CBO or association).
- Hands-on support in registration, ensuring that delays and/or obstacles are overcome due to e.g. inadequate documents.

The TGA establishment is completed when the TGA is registered. During the establishment process interim leaders are elected and the TGA starts its function with the interim leadership. The permanent leaders of the registered TGA are elected in line with the stipulation in the constitution, in members meeting after the TGA has been registered. The establishment process is outlined in the figure below.

Figure 4: Establishment of a TGA.



Governance training

The tree growers listed as interested to join the TGA are receiving governance training to increase their awareness and understanding of what to expect from their leader and what it means if form of responsibilities to be a member of a TGA. The training is recommended to have a duration of 2 days.

Selection of interim leaders of the TGA

After the governance training the tree growers “to become members of the TGA” are electing the interim leadership of the TGA under establishment. It is recommended that as interim leaders four people are selected; chair person, vice chairperson, secretary and treasurer. It is recommended that special attention is put on gender aspects being considered in the election of interim leaders.

Development of the constitution

Facilitation for the development of the constitution include both awareness raising as well as hands-on support in the development of the constitution. The substance areas for the awareness raising and hands-on support include what is the constitution, different parts of the constitution, different types of organisations and the actual formulation of the constitution. Here a model constitution is utilized for support.

It is recommended to allocate 2 days for the facilitation on the development of the constitution. According to recent decisions in the TTGAU it is recommended that the TGA constitution also include climate change, adaptation and mitigation and gender inclusivity.

Registration

Facilitation for the registration include raising awareness of the documents needed for registration, the registration process and different alternatives of organisation form for the TGA. Hands-on support is provided for the actual registration.

The requirement for registration as a CBO or an association are outlined in the table below. At the moment, the TTGAU is recommending the TGAs to register as associations, since that is a requirement for the TGAs to be able to become members in the TTGAU.

Table 2: Requirements for registration as CBO or association

Requirement	Registration as CBO	Registration as Association
Registration authority	Local Government Authority under The Non-Governmental Organization Act (Cap 56) of 2019	Procedures for registration of associations in Tanzania are provided under Societies Act, [cap. 337 R.E 2002] and the recent amendments of Written Laws (Miscellaneous Amendment) (No 3) Act of 2019]
Document requirement	<ol style="list-style-type: none"> 1. Soft and hardcopy list of not less than five founders' members 2. Soft and hardcopy of constitution 3. Soft and hard copy CVs of leaders/office bearers with two passport size each. 	<ol style="list-style-type: none"> 1. Application letter to be addressed to the Registrar of Societies. 2. 3 copies of the Constitution of the Association By laws of the Association. 3. SA Form No 1 and 2 both in duplicates 4. Minutes of authorization to establish the said Association containing a list with full names and signatures of founder members not less than 10. (can be submitted separately). 5. Personal particulars of office bearers/CVs. 6. Passport size photos of office bearers. 7. Introduction letters from Local Government Authority which should be submitted to District Commissioner and Regional Commissioner's offices for Approvals or Parent Ministry or Institution (6 8. Copies of the Application will be prepared 1 for each approval and will be submitted to the Registrar, the other 2 copies will be for organization and a Lawyer for records) 9. Full address and physical location of the head office of the organization.
Time	The process is rather short if the registration is with the district authorities	The registration is with ministry in Dodoma and may take time, sometimes up to one year.
Cost for registration	<ul style="list-style-type: none"> • District Authority 41,500 TZS • Regional Authority 56,500 TZS • Nationally 66,500 TZS 	150 000 TZS
Coverage	Could be district, regional, national or international level depends on where it has been registered.	Wider coverage
TTGAU	A TGA registered as CBO is not accepted as member of the TTGAU	Accepted as member of the TTGAU
Business activities	Can do not for profit business activities/ can engage in social enterprise	Can engage in for profit business activities.

5. STRENGTHENING OF A TREE GROWERS ASSOCIATION

5.1 The framework

Strengthening of a TGA is about institutional development and include building capacity of the organisation to manage its affairs (administration and management) as well as to deliver services to its members. Since the members are tree growers, the services are most likely to be around forestry. It is important to recognise the difference between building capacity of tree growers and strengthening the organisation (the TGA).

The benchmarks (chapter 3) provide the direction for TGA strengthening interventions. It is highly recommended that the interventions adopt HRBA and inclusivity and encourage the TGA to inviting all tree growers into the organisation to benefitting from the TGA service delivery.

To nurture the growth of the TGA towards the benchmarks, it is recommended that the facilitation adopts a well-structured and continuous process starting from capacity needs followed by a capacity build plan and strengthening interventions applying a variety of methods.

5.2 Building TGA capacity on administration and management

Building capacity on TGA to run its affairs include skills and understanding with regards to pure administration, conducting meetings, communication and information sharing, leadership abilities as well as members perspectives on their roles, what their TGA is and what it could be. Hence the topics to include in capacity strengthening on TGA administration and management include:

- Finance and asset management including record keeping.
- Meetings: planning, conducting and minutes.
- Information sharing: Reports, mechanisms for information sharing.
- Plans and planning procedures.
- Leadership and members

In addition to skills and understanding, building capacity is also likely to include improving on material and equipment for the management (e.g. material for bookkeeping, cabinets for record keeping and archives).

From a governance perspective TGA strengthening need to include both interventions to strengthen the leadership to manage the affairs and interventions to empower the members. Empowering members include them understanding their role and responsibility as members as well as their right to hold leaders accountable.

One of the main barriers for TGA growth is typically the limitations on visions on what the TGA could become, how to prepare a road map to reach towards the vision and how to operationalize the roadmap. In other words, planning, plans and operationalization. The planning needs to be participatory and inclusive, allowing for all members to get their voice heard. It is recommended that capacity strengthening on plans and planning is treated as a separate issue (i.e. the 3rd intervention in the list below).

Capacity strengthening is recommended to be structured into three main types of interventions:

- i. Building capacity of the elected leadership to manage the TGA affairs.
- ii. Empowering members to understand their rights, roles and responsibilities.
- iii. Strengthening the leaders and members' perspectives on what their TGA is and what it could be (plans and planning).

5.2.1 Specific training for TGA leadership

The target group for the capacity strengthening are the elected leaders as defined in the constitution of the TGAs, i.e. the chairperson, the vice-chairperson, secretary, treasurer and additional Executive Committee (EC) members. The objective is to enhance good governance of the TGA through strengthening the ability of the elected leaders to carry out their assigned duties.

It is recommended that a variety of methods is used for the capacity strengthening including specific training events, hands-on mentoring and exchange visits. This guideline specifically outlines recommendations on the specific training events for each of the elected leaders. The recommended training modules are described below.

The training of the elected leaders is recommended to be carried out at a centralized location (e.g. at district level or FWITC) and include the leaders of several TGAs. For example, that secretaries from 10 – 15 TGAs are brought together at a convenient location for the training event. This will increase the efficiency of the training, enable the trainees to focus on the training as well as promoting exchange of information and experiences among the TGAs.

The service provider delivering the training need to have specific skills on the subject matters and confirmed capacity to carry out the training, preferably an organisation specialized in institutional development and/or business development with methods applicable to the realities and needs of the trainees.

5.2.1.1 Training module: chairpersons, secretary and EC members

The reasons for recommending the training of chairpersons and secretaries partly being carried out together are:

- Similarities in duties of the chairperson, the vice chairperson and the secretary.
- Their need for close cooperation in executing their TGA duties.
- A need of a clear understanding of their separate roles and responsibilities.

In some TGAs the constitution defines the EC to include in addition to chairpersons, secretary and treasurer, two other members. It is recommended that the “two other members” of the EC participates during one day of the training, when topics relevant to them is on the agenda (e.g. conducting meetings).

The recommended duration of the training module is 4 days and will be carried out with the chairpersons and the secretary partly together, so that the chairpersons participate days 1 – 3 and the secretary days 1 – 4. The training is recommended to be based on the contents in the TGA constitution as well as normal praxis in well-functioning associations with focus on both management and leadership.

The training is to include the following topics:

- Leadership in TGA
- Preparation and conducting meetings
- Plans, planning and operationalization
- Reports; preparation and presentation
- Monitoring of TGA activities
- Conflict management and resolution
- Specific responsibilities of the secretary; record keeping, writing minutes, keeping archives

During the needs assessment, available equipment for the secretary is looked into. A part of the capacity strengthening will be to fill potential gaps in equipment and provide the secretaries with material and equipment to enable him/her to carry out his/her duties. A basic toolkit for a secretary is recommended to be listed and prepared for distribution during the training.

5.2.1.2 Training module: Treasurer

It is recommended that the training is based upon the responsibilities of the treasurer as defined in the TGA constitution. The recommended duration of the training module is 4 days.

The training module is recommended to include the following topics:

- Financial management including: Characteristics of good financial management, bank accounts management, funds and cash management, accounting, record keeping and preparation of financial reports.
- Planning and budgeting.

During the needs assessment, available equipment for the treasuries will be looked into. A part of the capacity strengthening will be to fill potential gaps in equipment and provide the treasurer with material and equipment to enable him/her to carry out his/her duties. A basic toolkit for a treasurer is recommended to be listed and prepared for distribution during the training.

5.2.2 Empowering TGA members

The target group for the capacity strengthening is all members of the TGA. The objective is to enhance good governance and an inclusive approach in the TGA through strengthening the ability of the TGA members to understand:

- Their rights as members of the TGA and the role of the leadership and based on this being able to hold the leadership accountable for their actions.
- The obligations of being a member of the TGA.

One day members' awareness meetings are recommended as main capacity strengthening intervention, preferable to be carried out close to TGA General Assembly (GA) to encourage active participation in the GA. Scheduling and carrying out the meetings need to allow for equal participation and the voice of all being heard. An approach with smaller meetings (e.g. meeting on sub-village level, specific meetings for woman) may also be applied.

The members' awareness strengthening meetings may be repetitive to gradually strengthen the governance if needed. Monitoring of TGA management performance provide information on the need for repetitive interventions.

The topics are the same as for the leadership, but will not be as detailed and instead focus on the need for understanding from a member's point of view:

- Leadership: What is to be demanded from a good leader. What are my rights as member and what are the mechanisms to change the leadership if called for.
- Finance management: what is good finance management and what is the finance information to be presented to the members.
- Meetings: which are the meetings defined in the constitution and what is to be handled during the meetings.
- Information: what information is to be shared with members and what are the mechanisms for sharing the information.
- Progress reports: what reports are to be prepared and who are they to be shared with the members.
- Gender and HRBA.
- Climate resilience adaption and mitigation.

5.2.3 Plans and planning - strengthening the leaders and members' perspectives on what their TGA is and what it could be

One of the main barriers for TGA growth is typically the limitations on visions on what the TGA could become, how to prepare a road map and use it to reach towards the vision. In other words, how to prepare annual and strategic plans as well as business plans and how to operationalize them.

Although the TGA leadership is responsible for the final formulation of plans as well as their operationalization, the process for agreeing on contents to be put into the plans need to be participatory and inclusive. Hence, strengthening of planning capacity in a TGA needs to include the leadership as well the members.

Strengthening planning and operationalization of the plans is a continuous process where capacity is gradually growing. The facilitation includes the preparation of plans as well as hands-on mentoring in their implementation. Capacity building on administration and management (see earlier chapters) as well as on service delivery (see chapters 5 and 6) are closely linked to strengthen the operationalization of plans.

A specific training module for the strengthening of planning capacity in a TGA is recommended to have a duration of 2 – 3 days. The framework for the module is as follows:

- Prior to implementing the training module, the facilitator has gained a thorough understanding of the challenges and opportunities relating to tree growing and value addition in the village.
- The training approach is adapted to the realities, skills and understanding at the TGA. This implies that a standard “school-book” type training is not likely to function.
- All TGA members and village leaders are invited.
- The module builds the understanding of HRBA, participatory and inclusive approaches among the TGA leadership and members.
- During the training, the TGA is taken through the whole planning process and the result is a plan being completed (annual plan, strategic plan or business plan)

In the strengthening of tree growers' organisation, their capacity for planning and operationalizing the plans will be critical for their sustainability. At the moment, this is one of the main weak links among TGAs. It is recommended that a thorough mapping of service providers is carried out and that various approaches⁷ for capacity strengthening and preparation of TGA plans are piloted within the framework given above.

5.3 Strengthening TGA service delivery

5.3.1 Service delivery that benefits members is the backbone of the TGA

Proper administration and management are the foundations for good service delivery. Hence the capacity strengthening interventions described in the previous chapter is also a part of strengthening the service delivery that a TGA provide to its members. The TGA constitution and plans (work plan, strategic plan or business plan) guides which services that the TGA is to offer to its members.

The TGA members are tree growers. Consequently, the service delivery by the TGA to benefit its members is about addressing the needs tree growers have around their forestry as well as

⁷ RLabs is applying an interesting approach to building capacity on village level in their “Grow Leadership Academy”. The approach builds upon mindset transformation and using various tools, adapted to village level, in building the ability of training participants to identify opportunities for future income generation and business development. It is recommended that this approach is piloted also for TGA planning.

providing them with new opportunities to benefit from their woodlots. Therefore, strengthening TGA service delivery is about building capacity on technical and commercial issues along the forestry value chain, at the same time recognising the need to be able to address potential land conflicts and human rights issues.

Benefits from the TGA in form of services, is the incentive for a tree grower to become, or continue being, a member in a TGA (and pay the membership fee). Payment for services is the backbone in the economy of a well-functioning TGA. Therefore, strengthening the service delivery is a critical issue for the TGA to sustain itself in the long run. Strengthening service delivery may imply additional services (enlarging the service palette) or the availability, quality, and costs of existing services.

For the support interventions (by e.g. PFP-2) targeting tree growers in their woodlot management (e.g. thinning) to at the same time strengthen the TGA as an institution, the support must have aspects that at the same time strengthens the service delivery capacity of the TGA on the same specific topic (e.g. thinning). Therefore, outside facilitation focusing on tree growers' woodlot management only, will not strengthen the service delivery of the TGA and consequently not the sustainability of the organisation.

To strengthen the TGA service delivery it is recommended that the concept of Master Tree Growers is introduced and that the MTG is fully integrated into the TGA institution. The vision is that the MTGs will be the starting point for increased service delivery by the TGA and as the TGA develops they will gradually evolve into forestry professionals getting job opportunities through employment in the TGAs.

5.3.2 Master Tree Growers (MTG)

The MTG is to be a member of the TGA and living in the village. The MTGs will be within the TGA organisation structure and his/her service delivery managed by the TGA leadership. The MTGs are elected by the members of the TGA. It is recommending as a start, to elect two MTGs in a TGA and adhere to gender balance in the election. The mandate period of a MTG is to be defined by each TGA and the MTG may be re-elected.

In addition to being a member of the TGA and living in the village, it is recommended that the requirements of a MTG include that the person knows how to read and write, is respected and is committed to pass on his knowledge to other tree growers, i.e. committed to service delivery.

During the facilitation of the selection of MTGs, emphasis needs to be put on confirming commitment among candidates. The MTGs will need to confirm their obligation for passing on the skills and knowledge to other members of the TGA.

The process for establishing the MTG in a TGA is recommended to go as follows:

- I. The MTG concept is presented to the TGA members. The awareness raising will include the aim of having a MTG in the TGA, the requirements of a MTG as well as selection and management procedures, clarifying the role of the MTG within the TGA. If the TGA decide to proceed and select MTG, the establishment process continues. If not, the establishment procedures stop.
- II. The TGA members identify MTG candidates and the candidates are presented.
- III. The qualification and commitment of candidates are confirmed.
- IV. The TGA selects its MTG(s).
- V. The name and contact details of the MTG is recorded into TGA records and informed to TTGAU (if TGA member of the union), the DC as well as the facilitating institution (e.g. PFP-2).

The MTGs will receive the same training as other tree growers on village level. In addition, the MTGs will get further training on selected topics through specific training modules carried out e.g. in FWITC (see chapter 6). In addition to the training modules outlined in chapter 6, it is recommended that the MTGs also are provided training in pedagogy, i.e. how to provide extension and advice as well as train others.

5.3.3 Strengthening tree growers' capacity in forestry

Strengthening TGA service delivery is about increased benefits to members through advice on technical and commercial issues along the forestry value chain. To promote TGAs at the same time as strengthening tree growers' capacity in forestry it is recommended that:

- Tree growers' capacity strengthening interventions are organised through the TGA. This implies, although not strengthening the organisation as such, that tree growers perceive the benefits as coming through the TGA. This in turn will promote the TGA in the village.
- The concept of MTG is introduced. The MTG is a tree grower that will participate in the same training as the tree growers and will in addition receive further training. The MTG will strengthen the tree growers' capacity in forestry through his/her services, which is services provided by him/her as a part of the TGA organisation.

Chapter 6 outlines recommended main training modules to strengthen tree growers' capacity in forest management. In addition to training modules on village level, the chapter outlines recommended special training modules to strengthen TGA service delivery through training of MTG or entrepreneurs at centralized location (e.g. FWITC). Recognising that needs assessment is the foundation for capacity building and the substance areas for TGA operations and service delivery is highly likely to evolve (e.g. use and value addition of wood residues), it is understood that any training will need to be planned in more detail and the list of recommended training modules is not exhaustive and will evolve over time.

6. TRAINING MODULES TO STRENGTHEN FOREST MANAGEMENT

6.1 Introduction

Main substance areas where tree growers' need services and capacity strengthening in their forestry include:

- Tree nursery establishment and management
- Plantation establishment
- Plantation management
- Fire prevention and control
- Tree growing as a business – commercial aspects of forestry

The philosophy behind the idea of TGAs is that the tree growers are having their own organisation providing them with services around forest management. At the moment, TGAs are not strong enough to address the needs among their members. Therefore, in facilitating the strengthening of TGAs and at the same time addressing the needs of the tree grower, it is recommended to apply two approaches. Firstly, direct capacity strengthening interventions at village level (through the TGA) to tree growers and secondly service delivery to tree growers through the TGA MTGs.

When it comes to direct capacity strengthening interventions at village level, it is recommended to utilize extension workers' and/or service providers' mentoring as well as training events covering the main substance areas listed above. In the training events at village level all tree growers including the MTGs will be invited to participate.

In addition, it is recommended that the MTGs receive additional training on the same substance areas at centralized location (e.g. FWITC). Here MTGs from several TGAs are brought together to receive specific more in-dept training with the aim of building their capacity for service delivery.

The proposed training is described in the chapters 6.2 – 6.9. Both the proposed training at village level (all tree growers) and at centralized location (MTGs) is described. The content for each substance area is briefly described (module – topic – subtopic) including a broad estimation of the time needed. The overall approach is to limit the duration of each training at village level to 2 – 3 days.

The contents and the duration as outlined in chapters 6.2 – 6.9 are general recommendations. In actual implementing, the training should be based on needs assessment and more detailed setting on duration and contents within a framework for an overall training plan.

6.2 Tree nursery establishment and management

6.2.1 Training at village level

Managing a nursery and selling seedlings provides for a good opportunities for the TGA to both provide benefits to its members and provide income to the TGA. Hence, strengthening nursery management capacity is a relevant intervention to both strengthen service delivery and sustainability in a TGA.

The objective of the training is that the TGA as an institution or individual tree growers have the skills and knowledge to establish and manage tree nurseries. The training is divided into 3 modules and in between the modules mentoring and hand-on support (e.g. by EOs) is recommended. The training is to be practically oriented with a “learning-by-doing” approach. The total duration of the training is 1 + 3 + 2 days.

The training covers all steps in managing a nursery from site selection to having the seedlings ready for delivery. Material for the training include guidelines⁸ and equipment.

Table 3: Training on nursery establishment and management at village level

Module	Topic	Sub-topic	Duration
Preparation of tree nursery site	Performing site selection	<ul style="list-style-type: none"> • Performing reconnaissance survey • Clearing tree nursery site according to terrain and soil type 	1 day
	Designing and prepare tree nursery site	<ul style="list-style-type: none"> • Drawing sketch map of the tree nursery site • Interpretation of sketch map • Performing tree nursery layout • Prepare soil mixture 	
Raising tree seedlings	Regenerating tree seedlings	<ul style="list-style-type: none"> • Regenerating tree seedlings from cuttings • Performing grafting and budding • Regenerating tree seedlings from layering 	3 days
		<ul style="list-style-type: none"> • Prepare seed bed and sow seeds in seedbed • Sowing seeds in pots 	
Seedling tending		<ul style="list-style-type: none"> • Weeding • Pricking out of seedlings • Pest- and diseases protection • Fertilization 	2 days
		<ul style="list-style-type: none"> • Moisture contents and shading • Disturbing tree seedlings • Root pruning • Storing 	

⁸ FDT guidelines on nursery management are here recommended

6.2.2 Training in FWITC – for the MTGs

The table below describes the outline of the training that FWITC is applying in building capacity in nursery establishment and management. It is recommended that this training is utilized for more in-dept training of MTGs. The duration of the training is in total 2 weeks (10 days).

Table 4: Training on nursery establishment and management at FWITC – for MTGs⁹

Module	Topic	Sub-topic	Duration
Nursery establishment	Types of tree nurseries	Define tree nursery (temporary, permanent, flying, bare root, modern tray)	7 days
	Tree nursery records	Tree nursery register, tree nursery inventory, tree nursery reports	
	Tree nursery design	<ul style="list-style-type: none"> • Site selection • Nursery lay out • Nursery establishment 	
	Preparation of nursery soil mixture	<ul style="list-style-type: none"> • Tree nursery ingredients • Soil mixture preparation • Soil mixture storage 	
	Tree seeds collection	<ul style="list-style-type: none"> • Quality of tree seeds • Tools for tree seeds collection 	
	Preparation of tree seeds	<ul style="list-style-type: none"> • Tree seed extraction • Tree seed drying and treatment • Treat tree viability and storing 	
	Sowing tree seeds	<ul style="list-style-type: none"> • Seed bed preparation • Pot preparation and filling • Different sowing techniques • Perform pre - sowing treatment of seeds • Apply sowing techniques in sowing tree seeds • Transplant seedlings 	
Nursery management	Seedling tending	<ul style="list-style-type: none"> • Seedling tending and protection • Seedling grading and transportation 	3 days
	Tree seed nursery record keeping	Tree nursery register, tree nursery inventory, tree nursery reports	
	Nursery management	<ul style="list-style-type: none"> • Local (containerized) • Modern (Tray) nursery 	

⁹ Training plan as applied in FWITC nursery training

6.3 Plantation establishment

6.3.1 Establishment of new plantations

The training on plantation establishment is provided at the village level only, since this is a hands-on activity and there is limited benefit in further in-dept training at centralized location (e.g. FWITC). The objective of the training is that the tree growers know how to establish their plantations.

The training is divided into two modules: land preparation and planting. Material for the training include guidelines¹⁰ as well as tools and protective gear for land clearing and planting. The training is to be practically oriented with a “learning-by-doing” approach. The total duration of the training is 1 + 1 days.

Table 5: Training on plantation establishment

Module	Topic	Sub-topic	Duration
Land preparation	Land clearing	<ul style="list-style-type: none">• Cutting and removing trees and shrubs• Controlled burning• Weeding	1 day
Plantation establishment	Planting trees	<ul style="list-style-type: none">• Line for pitting• Preparing pits• Planting the seedings• Tree seedling survival assessment	1 day

6.3.2 Management of natural regeneration

Management of natural regeneration is a highly relevant topic especially in Makete district, where a considerable part of the pine forests is naturally regenerated. Through good silviculture, the naturally regenerated stands develop into good forests. In addition, through natural regeneration the initial costs for land preparation and planting are avoided and hence cheaper to establish than planting. Management of naturally regenerated stands are similar to planted forests except for the initial phases, where in natural regeneration you have respacing instead of land clearing and planting the trees.

The objective of the training is that the tree growers understands why to do respacing, how to do it and to what density to leave the stand. The training is recommended to be practically oriented with model forests showing as an example.

Table 6: Training on management of natural regeneration

Module	Topic	Sub-topic	Duration
Establishment of naturally regenerated stands	Respacing	Timing of respacing	1 day
		Estimation of target stand density and control of the intensity of respacing	

¹⁰ There are a number of different guidelines available e.g. in PFP-2 and FDT.

6.4 Plantation management – weeding

The training on weeding is provided at the village level only, since this is a hands-on activity and there is limited benefit in further in-dept training at centralized location. The objective of the training is that the tree growers knows how to carry out the weeding and understands the importance of weeding during the first two years after plantation establishment. At the same time, it is recommended that awareness raising on tree pests and diseases is carried out.

The training is proposed to be one day, practically oriented with a “learning-by-doing” approach. The recommended schedule is at the time of the first weeding with mentoring support at the time for the following weeding(s).

Table 7: Training on weeding

Module	Topic	Sub-topic	Duration
Weeding, pests and diseases	Weeding	<ul style="list-style-type: none"> Different weeding techniques: spot weeding, strip/line weeding, full/complete weeding, slashing 	1 day
	Pest and diseases control	<ul style="list-style-type: none"> Vermin, insects, nematodes, fungal diseases, bacterial diseases, viral diseases 	

6.5 Plantation management – pruning

The training on pruning is provided at the village level only since this is a hands-on activity and there is limited benefit in further in-dept training at centralized location. The objective of the training is that the tree growers understand the benefits from pruning and is able to carry out proper and safe pruning on his/her plantations.

The training is a one-day training and is to be practically oriented with a “learning-by-doing” approach. It is highly recommended that careful preparation is carried out prior to the training. In the preparation, the “training-site” (i.e. plantations) in the village is agreed upon and a pruning is carried out in a small part of the training-site prior to the training, to show models on good pruning. It is also recommended (if possible) that models are prepared for all the three pruning schedules. Appropriate pruning saw are to be introduced in the training. A matter of consideration is whether pruning saws should be provided to the TGA as a toolkit to promote good pruning practises. It is further recommended that a simple one-page guide on pruning is prepared and distributed during the training.

Table 8: Training on pruning

Module	Topic	Sub-topic	Duration
Pruning	Pruning	<ul style="list-style-type: none"> Reasons for pruning 	1 day
		<ul style="list-style-type: none"> Pruning schedules 	
		<ul style="list-style-type: none"> Pruning techniques and safety 	

6.6 Plantation management – thinning

6.6.1 Training at village level

The objective of the training is that the tree growers understand the benefits from carrying out thinning, tree selection and thinning regimes as well as commercial aspects of thinning. The training event will include tree felling, since this is an integrated part of the thinning procedure.

However, the expected output of the training is not that tree growers would be able to safely use power chain saws.

Table 9: Training on thinning

Module	Topic	Sub-topic	Duration
Thinning	Tree selection and harvesting	• Benefits from thinning	2 days
		• Tree selection and thinning regimes	
		• Performing the thinning	
	Marketing/processin g/use of the wood	• Pricing of the wood • Engagement with market actors • Value addition	

The training is a two-day training and is to be practically oriented with a “learning-by-doing” approach. It is highly recommended that careful preparation is carried out prior to the training. In the preparation, the “training-site” (i.e. plantations) in the village is agreed upon and thinning is carried out in a small part of the training-site prior to the training, to show a model on good thinning. At the same time, the harvested wood is utilized to discuss pricing and marketing/use of the wood. It is recommended that a simple one-page guide on thinning is prepared and distributed during the training.

Although they are described in this guideline as separate training events (due to partly different objectives and different target groups, harvesting operations is a part of thinning. Therefore, it is recommended that the training events on thinning and harvesting are combined (at least partly) when possible and appropriate.

6.6.2 Training in FWITC – for the MTGs

A potential service for the TGAs towards its members is around thinning including awareness raising (i.e. advising the tree growers on the need in a particular stand), tree selection (to prevent market actors from “rent seeking”) as well as linkages to the market. Therefore, it is recommended that training is provided by FWITC to MTGs to strengthen their capacity and hence TGA service delivery. This training is recommended to go in more dept into especially tree selection and wood pricing issues. The training is recommended to, especially when it comes to tree selection, focus on practical training in model plantations of different ages to cover as much as possible of a thinning regime.

Table 10: Training on thinning – for MTGs

Module	Topic	Sub-topic	Duration
Thinning	Tree selection and harvesting	• Benefits from thinning	4 days
		• Tree selection and thinning regimes	
		• Performing the thinning	
	Marketing/processin g/use of the wood	• Pricing of the wood • Engagement with market actors • Value addition	

6.7 Plantation management – harvesting

This training is specifically designed for entrepreneurs that are engaged (or to be engaged) in tree felling and harvesting among smallholder tree growers. The objective of the training is to have entrepreneurs with improved skills in harvesting and tree selection (i.e. thinning).

Table 11: Training on harvesting – for entrepreneurs

Module	Topic	Sub-topic	Duration
Types of harvesting	Thinning	• Thinning regimes	10 days
		• Tree selection	
	Clear cutting	• A forest mature for clearcutting (age, dimensions, volumes, etc)	
From tree to log	The technics of harvesting	• Tree felling, debranching, cutting into logs	
	The economics of harvesting	• Maximizing the value of a tree - economic considerations when deciding how to cut the logs	
Power chain saw maintenance		<ul style="list-style-type: none"> • Sharpening • Cleaning • Fuel and oil 	

Through cooperation arrangements an entrepreneur may become a service provider that the TGA can engage and hence become a part of the service delivery that the TGA provide to its members. This opportunity is recommended to be discussed with the TGA to find out their interest as well as potential entrepreneurs (or would be entrepreneurs) for the engagement.

Training of the entrepreneurs is recommended to be carried out at FWITC. However, the training may also be combined (at least to some parts) with the training on thinning to the tree growers (chapter 6.6.1). The PFP-2 mobile training unit is recommended to be utilized in the training of the entrepreneurs. The training is recommended to be repetitive, recognising that refresher training will be needed from time to time.

6.8 Plantation management – fire protection and control

6.8.1 Training at village level

The objective of the training is that tree growers understand the importance of fire prevention, knows the main fire prevention methods and the main elements of fighting forest fire.

The training on village level is proposed to have a duration of 3 days. It is recommended that training site is prepared prior to the training, including models on the main fire prevention methods (weeding, fire lines, fire breaks) as well as safe area to show the use of the main tools for fighting fire (e.g. fire beaters). The training is to be practically oriented with a “learning-by-doing” approach, hence preparing e.g. fire breaks during the training as well as using fire fighting equipment to put out fire.

Table 12: Training on fire prevention and fighting

Module	Topic	Sub-topic	Duration
Forest fire prevention	Prevention techniques	• Weeding methods	3 days
		• Fire lines and fire breaks	
	Management at village level	• Establishment of fire control team	
		• Public awareness measures	
Forest fire control	Fire fighting techniques	• Use of different tools • Handling different types of fire • Safety measures	
	Management at village level	• Organising fire fighting crews	

6.8.2 Training in FWITC – for the MTGs

Fire poses a considerable risk and challenge for tree growing and there are opportunities for TGAs to provide coordination and services to address these. The training at village level (see previous chapter) provides a good foundation. To strengthen further the TGA ability for coordination and service delivery it is recommended that additional training is provided for the MTGs by FWITC.

The training at FWITC is recommended to include fire prevention and fire fighting techniques and methods, but above all focus on organisation and planning aspects of forest fire prevention and fighting. In other word, how the fire management is to be organised and coordinated (teams, responsibilities, etc). Working closely with the DCs and the TFS is of advantage given that they experience and engagement in the topic.

The estimated duration of the training is 3 – 5 days. The curriculum for this training is yet to be developed and it is recommended that this is prepared by PFP-2 in cooperation with DCs and TFS.

6.9 Tree growing as a business – how timber price is formed¹¹

6.9.1 Training at village level

The objective of the training is that the tree growers understand the factors underlying a good price for their timber. The training has a strong timber market angle, looking at the plantation from a price formation perspective.

The training is recommended to be practically oriented with:

- Practical examples of sawn timber recovery from different sizes of logs. If possible, the training is combined with the use of the PFP-2 mobile training unit, otherwise to have logs and sawn timber pieces available for concretely conveying the message.
- Visiting different plantations (in walking distance) and describing their difference in attractiveness to the timber merchants.
- Concrete price calculation examples on flip charts starting from the sawn timber price at timber yards outside the villages.

¹¹ This training is focusing on the pricing of timber. It is recommended that similar training events are developed around other “products” from the plantations.

The duration of the training is estimated to one day. Careful preparation prior to the training is recommended to get the training events as concrete as possible. It is recommended that a simple one-page pamphlet is prepared with the main issues and distributed during the training.

Table 13: Training in timber price formation

Module	Topic	Sub-topic	Duration
Factors that determine the price of timber	The price of a standing tree	• The relation a log and sawm timber	1 day
		• Conditions and quality of a tree	
	Attractiveness of a woodlot to the buyer	• Conditions and access of a stand	
		• Volumes offered out for selling	
	• Market situation		
Tree growers opportunities to influence the price	Price information	• Access to price information	
	Bargaining power	• The TGA, strength in the group, volumes offered, knowledge of prices	
	Decisions in forest management	• Stand density, pruning, thinning	

6.9.2 Training in FWITC – for the MTGs

Experience from elsewhere shows that the services tree growers are mostly prepared to pay for are services that directly links to income from their plantation management, e.g. sales of timber. Therefore, service delivery around timber sales is a highly potential opportunity for the TGA. It is recommended that additional training is provided by FWITC to MTGs to strengthen their capacity and hence TGA service delivery in timber marketing. This training is recommended to go in more dept into the topics, with an estimated duration of 3 days. The training is recommended to include both theory and practise and utilize the machinery in FWITC for visualization of the issues as well as the vicinity to the sawn timber yards in Mafinga.

Annex 1: Recommendations for PFP-2

The objective of the PFP-2 is to “promote sustainable and inclusive private forestry that contributes to Tanzania’s economic growth and alleviates poverty”. When it comes to strengthening forest management, the avenues in PFP-2 to achieve the objective include to target tree growers directly with capacity strengthening interventions and to strengthen tree growers’ organisations.

A tree growers’ own organisation supporting the tree growers in their forestry is a fundamental part of the vision underlying the PFP approach since its start in 2010. This guideline provides recommendations on interventions to facilitate tree growers to come together in TGAs and to strengthen existing TGAs in their management and service delivery. Hence, to reach towards the vision of the PFP.

Phase 2 of PFP is to gear towards a more facilitative approach in its implementation, working closer with organisations and institutions. This is also to be reflected in how the support to strengthening the tree growers’ organisation is implemented.

It is recommended that PFP-2 carefully consider the number of villages to include into its targets to enable a focused approach and realizing real impact on the ground. Below is a summary of recommendations on how to concretely plan and roll out the support to TGAs, i.e. utilize the contents of this guideline, within PFP-2.

Prepare and use a concrete road map for TGA organisational strengthening

The steps in preparing and using a “road map” for TGA strengthening is recommended as follows:

- I. Carry out a capacity needs assessment in all PFP-2 target villages with respect to their TGAs.
 - ✓ Utilize as basis for planning the needs assessment the information in chapter 3 on the benchmarks. If there are no TGA, obviously the organisational strengthening starts from zero.
 - ✓ The needs assessment is recommended to be carried out as soon as the PFP-2 target villages are determined. Hence, the needs assessment on TGAs can immediately be implemented in Makete cluster and in the other PFP-2 clusters early 2021.
- II. Prepare an PFP-2 overall TGA organisational capacity building plan
 - ✓ The capacity building plan is to cover the whole duration of the PFP-2 and all target TGAs. This is obviously to be carried out through a participatory approach with the TGAs.
 - ✓ Include in the capacity building plan the main contents of the capacity building (e.g. training interventions) and use the milestones (chapter 3) to broadly determine the development path in each TGA.
- III. Operationalize the capacity building plan
 - ✓ Operationalize the capacity building plan in the AWP with specific targets. At the same time up-date the capacity building plan if necessary. Utilize the PFP-2 M&E framework for the planning and up-dating.

The TGA organisational strengthening is not to be seen as an isolated process within PFP-2 but to be integrated with the other support interventions. For example, developments around SMEs (e.g. use of wood residues) may provide opportunities for TGA service delivery.

Enhance the role of PFP-s as a facilitator

To promote the sustainability of PFP-2 support interventions it is imperative that close cooperation is established with existing organisations and institutions. In addition, PFP-s will not have the manpower to implement all the interventions. Obviously, any engagement with service providers will have to take into considerations the capacity and resources of the cooperation partner.

Key recommendations include:

- Ensure the functioning of the annual service provider contract between the TTGAU and PFP-2. The reporting and performance-based monitoring provides the framework for achieving results on the ground and providing capacity strengthening to TTGAU if and when necessary. In line with decision taken by the TTGAU, the organisation will not engage in TGA establishment that is facilitated by PFP-2.
- Engage and involve the DCs (especially the departments of forestry and community development). When possible, given the capacity and resources, utilize the DC service provision. Prepare MoU for the specific services and apply a performance-based approach with reporting and monitoring for efficient utilization of resources.
- Cooperate with FWITC and FTI specifically on forestry related capacity strengthening. Apply a performance-based approach with reporting and monitoring for efficient utilization of resources.
- List the substance areas for support interventions, identify potential service providers and prepare a Service Provider Register.
- For each specific service provision, prepare TORs and have potential service providers to describe how they intend to carry out the service delivery. This forms the basis for performance-based service delivery arrangements.

It is recommended that the cooperation with TTGAU and DC builds upon outlined and agreed upon information sharing, planning and reporting mechanisms as well as clearly outlined roles and responsibilities. For example, when it comes to TGA strengthening it is recommended that DCs and TTGAU are closely involved in the annual work planning of the PFP-2 in all PFP-2 clusters.

Build the capacity among PFP-2 personnel

The PFP-2 team that will be closely engaged in TGA establishment and strengthening include experts, cluster coordinators, extension officers and extension workers. Their capacity to take on their roles and duties with regards to TGA organisational development need to be confirmed and if necessary, strengthened.

It is recommended that the PFP-2 Socio-Economic Expert is assigned as focal person with overall oversight and responsibility for interventions with regards to the institutional strengthening of the TGAs. Obviously, the PFP-2 Cluster Coordinators will have the operational responsibility on the interventions on the ground in their respective cluster.

It is recommended that their skills and knowledge is assessed and training provided if necessary in substance areas such as:

- Participatory community engagement, HRBA and group formation.
- Organisational strengthening.
- The TGA, what it is, what are the benefits from a function TGA, what is the development path for a TGA and what are the challenges it will face as well as corrective measures to address the challenges.

Annex 2: References

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- TTGAU. 2020. Draft TGA Establishment Guideline

Annex 3: Forest management manuals and guidelines

Forestry Development Trust. Moduli Namba 2: Uandaaji sahihi wa kitalu cha miche

Forestry Development Trust. Moduli Namba 3: Uanzishaji wa shamba la miti

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