



**TGA EVALUATION REPORT ON TECHNICAL AND ADMINISTRATIONAL CAPACITY TO 49 PFP IMPLEMENTING VILLAGES IN IRINGA, NJOMBE, MOROGORO AND RUVUMA REGIONS**

---

**27/05/2018, Arusha, Tanzania**

**Celestine Mafuru, Samwel Mawinda and Nuhu Salasala (Forestry Training Institute, Olmotonyi)**



## Table of Contents

<b>LIST OF ANNEXES .....</b>	<b>II</b>
<b>LIST OF TABLES .....</b>	<b>IV</b>
<b>ABBREVIATIONS .....</b>	<b>IV</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>V</b>
<b>1.0 BACKGROUND INFORMATION .....</b>	<b>1</b>
<b>1.1 About the programme .....</b>	<b>1</b>
<b>1.2 Previous activities and training conducted prior to TGAs evaluation .....</b>	<b>1</b>
<b>1.3 Evaluation coverage and timeframe .....</b>	<b>1</b>
<b>1.4 Rationale on evaluation of TGA technical and administrative capacity .....</b>	<b>2</b>
<b>2.0 EVALUATION OBJECTIVES .....</b>	<b>2</b>
<b>2.1 Overall objective .....</b>	<b>3</b>
<b>2.2 Specific objectives .....</b>	<b>3</b>
<b>3.0 EVALUATION TEAM .....</b>	<b>3</b>
<b>4.0 EVALUATION METHODS .....</b>	<b>3</b>
<b>5.0 RESULTS AND DISCUSSION .....</b>	<b>7</b>
<b>5.1 Institutional capacity .....</b>	<b>7</b>
5.1.1 TGA registration and uses of TGA constitutions in decisions making .....	7
5.1.2 Conciseness of TGA constitutions, TGA leadership, roles and responsibilities .....	8
5.1.3 Rights and responsibilities of TGA members and membership requirements .....	8
5.1.4 Participation possibilities and promotion of equality between TGA members .....	9
5.1.5 TGA vision, leadership regimes and status of current TGA leaders .....	10
5.1.6 TGAs voting procedures, gender representation and implementation of TGA membership criteria .....	11
5.1.7 TGAs monthly meetings .....	12
5.1.8 TGA bi-annual and annual meetings .....	16
5.1.9 TGAs total scores on institutional capacity .....	18
<b>5.2 TGA functionality .....</b>	<b>19</b>
5.2.1 Preparation of TGA annual work plans and beneficial of annual work plan to TGA members .....	19

5.2.2 Satisfaction of TGA members with their leadership, TGA admin kit and bank accounts .....	22
5.2.3 Transparency on the uses of TGAs bank accounts, cash books and receipts .....	25
5.2.4 Appropriate uses of vouchers and TGA membership fees .....	28
5.2.5 Effectiveness in collection of TGA membership fees for year 2017and other fines and fees .....	28
5.2.6 TGA members’ expectations and satisfactions on services received .....	29
5.2.7 TGAs monthly and annual TGAs financial reports .....	29
5.2.8TGAs bi-annual and annual reports .....	32
5.2.9TGAs merging process and collaboration with other development stakeholders .....	34
5.2.10 Overall scores on TGA functionality.....	34
<b>5.3 Technical ability and equipment .....</b>	<b>35</b>
5.3.1. Land preparation prior to planting .....	35
5.3.2 Blanking practices .....	36
5.3.3 Status of weeding .....	36
5.3.4 TGAs total scores on technical ability and equipment .....	40
<b>5.4 Support from PFP .....</b>	<b>41</b>
5.4.1 Presence of extension officers in villages .....	42
5.4.2 Satisfaction of TGA leaders and members on services offered by Eos and extension officers visit .....	42
5.4.3. Presence of TGA facilitator in a village and satisfaction of TGA leaders and members on TGA facilitators .....	42
5.4.4 Satisfaction of TGA leaders and members on PFP support .....	43
5.4.5 TGAs total scores on support from PFP for all TGA .....	44
<b>5.5 TGAs total scores in all evaluation thematic areas .....</b>	<b>45</b>
<b>6.0 CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>48</b>
<b>6.1 Conclusions .....</b>	<b>48</b>
<b>6.2 Recommendations .....</b>	<b>48</b>

**LIST OF ANNEXES**

<b>Annex 1: TGA evaluation criteria, scores per thematic areas and overall scores in all evaluation thematic areas</b>	<b>49</b>
<b>Annex 2: Recommendations .....</b>	<b>58</b>

## LIST OF FIGURES

Figure 1: Map of districts and villages covered during evaluation .....	2
Figure 2: Women small group for FGD at Kitete village .....	4
Figure 3: Participatory Field Visits (PFVs) at Amani village. ....	5
Figure 4: Focused Group Discussion (FGD) at Ihanganga village.....	6
Figure 5: Uses of TGA constitutions in decisions making .....	8
Figure 6: Promotion of gender equality between TGA members .....	9
Figure 7: TGAs vision and purposes.....	10
Figure 8: Voting procedures for TGA leaders.....	11
Figure 9: Cumulative status on monthly meetings for all TGAs .....	14
Figure 10: Status of monthly meetings per TGA .....	15
Figure 11: Cumulative status on bi-annual meetings for all TGAs.....	16
Figure 12: Status of bi-annual meetings per TGA .....	17
Figure 13: TGAs total scores on institution capacity.....	18
Figure 14: Cumulative total on ability to prepare annual work plan .....	20
Figure 15: Effectiveness in preparation of annual work plan per TGA.....	20
Figure 16: Cumulative satisfaction of TGA members with their leadership for all TGAs .....	22
Figure 17: Satisfaction of TGA members with their leadership per TGA .....	23
Figure 18: Cumulative status on TGAs bank accounts for all TGAs .....	24
Figure 19: Performance of bank accounts per TGA .....	25
Figure 20: Cumulative uses of cash book and receipts for all TGAs .....	26
Figure 21: Use of cash book and receipts .....	27
Figure 22: TGA members' expectations and satisfactions on services received .....	29
Figure 23: TGA monthly financial report .....	30
Figure 24: Status on preparation of TGA monthly reports.....	31
Figure 25: TGAs annual financial report .....	32
Figure 26: TGAs bi-annual report .....	33
Figure 27: TGAs annual report .....	33
Figure 28 : Total scores on TGA functionality .....	35
Figure 29: External firebreak at Mavanga village    Figure 30: Internal firebreak at Kifanya village .....	37
Figure 31: Spot and slash weeding at Mundindi village .....	37
Figure 32: Spot weeding at Amani village    Figure 33: Spot and slash weeding Ludende.....	38
Figure 34: Cumulative status of weeding for all TGAs .....	38
Figure 35: Weeding status per TGA.....	39
Figure 36(1): Total scores on technical ability and equipment .....	41
Figure 37: Satisfaction of TGA leaders and members on PFP support .....	44
Figure 38 (1): TGAs total scores on support from PFP .....	44
Figure 39 (1): TGAs total scores on all evaluation thematic areas .....	46

## **LIST OF TABLES**

Table 1: Key on status of monthly meetings per TGA.....	15
Table 2: Key on status of TGAs bi-annual meetings.....	17
Table 3: Key on effectiveness in preparation of annual wok plan per TGA.....	21
Table 4: Key on satisfaction of TGA members with their leadership per TGA.....	23
Table 5: Key on performance of bank accounts per TGA.....	25
Table 6: Key on uses of cash book and receipts per TGA.....	27
Table 7: Key on preparation of TGA monthly reports.....	31
Table 8: Key on status of weeding per TGA.....	40

## **ABBREVIATIONS**

CBFM	Community Based Fire Management
TFS	Tanzania Forest Services
FGD	Focus Group Discussion
FTI	Forestry Training Institute
NGO	Non-governmental organization
PFVs	Participatory Field Visits
PFP	Private Forestry Programme
TGA	Tree Growers' Association
VFMT	Village Fire Management Team
VL	Village Leader

## EXECUTIVE SUMMARY

The overall objective of this evaluation was to check the situation of all 49 PFP – supported TGAs in Mufindi, Njombe DC, Njombe TC, Makete, Ludewa, Kilolo, Kilombero and Madaba districts by evaluating their technical and administrative capacity. Evaluation mission lasted for one month and one week as from 4<sup>th</sup> December, 2017 to 10<sup>th</sup> January, 2018. The evaluation had four thematic areas namely institutional capacity, TGA functionality, technical capacity and equipment and support from PFP. Each evaluation thematic area had a number of specific assessment variables (SAVs) which were analysed and summed up in order to find total scores for each TGA. Similarly, total TGA scores for all villages in all evaluation thematic areas were calculated by summing up total scores for every evaluation thematic area. This short - term mission therefore, was designed and carried out in order to assess the internal strength and capacity of TGAs to function as fully fledged institutions and their capacity to operate independently before the end of PFP support. This work was carried out by a team of trainers and experts in extension for change, community based fire management and monitoring and evaluation from Forestry Training Institute, Olmotonyi.

Free and enabling environment was created in each village in order to allow members of FGD to speak – up their opinions freely without fear. In view of the above, selected women in each village were interviewed in small separate groups as internal strategy for encouraging them to speak – up their views more freely. Such arrangement was necessary because in most of our culture, majority of the women find it difficult to speak - up their views in big groups comprising of men. Participatory Field Visits (PFVs) were conducted in every village. Field visits aimed at putting eyes on the extent of ground implementation on land preparation, blanking, line marking, pitting, weeding, thinning and pruning. Each village was assessed for two days. Day one was set aside for making Participatory Field Visits (PFVs) in woodlots in order to familiarize members of FGD with the real field situation before sitting for a face – to – face discussion. Technically, in each village, members who participated in field visits (PFVs) ranging from 10 to 15 during day one were the same as those who attended as members of FGD during day two.

Simple random sampling technique was used to select 25% of the plots to be visited in each village during day one. Lists of TGA members participating in tree planting in each village were used as sampling frame against which, number of plots to be visited were chosen at random in a participatory manner involving members of PFVs. In this survey, 25% as representative sample was considered to be adequate for providing basic ground information for results generalization. In most of the villages, members of PFVs were led by TGA facilitators whom in all the time, proved to be knowledgeable and consistent about locations and status of different plots in the communal planting site.

Similarly, in each village members of FGD were used for providing in-depth information about the status of each TGA in relation to the evaluation thematic areas. Evaluation experts used the prepared evaluation checklist for leading the discussion with members of FGD. Since the approach of PFP is human rights based, therefore, in order to get good representation, inclusion of youth, women, elderly and vulnerable groups were very much observed in each village. Likewise in each village, all members of the TGA executive committee were also invited in the meeting. Meeting duration in every village lasted for three hours. In areas where disagreement among the FGD members were obvious, flexibility and extra facilitation skills of evaluation experts were needed in order for the group to reach an agreeable and thoughtful consensus.

Quantitative data collected by using semi-structured interview was analyzed by using Microsoft EXCEL computer programme whereas, qualitative data obtained through PFVs was triangulated, summarized and presented as final facts without undergone further analysis. Based on results obtained, evaluation team was satisfied and impressed for the good job done by TGA leaders and members particularly on evaluation thematic areas 1, 2 and 4. However, on evaluation thematic area 3 namely technical capacities and equipment specifically on weeding, the situation suggests that probably TGA leaders and members still need put more efforts in weeding of their plots as clearly guided in TGAs forest management calendar.

Institutionally, it was found that most of the TGAs (91.8% had already secured full registration with all appropriate documentations whereas, Ibumi Muungano and Ibumi Maono (4.1%) had already applied for registration but were yet, to receive basic documents from Department of Community Development, Ludewa District Council. Most of the TGAs (87.7%) had been using their approved constitutions as bases for decisions making. The team found that for villages with constitutions (98%) most of them (91.7%) acknowledged that their constitutions are easy to understand. All TGAs with constitutions (98%) all of them (100%) had constitutions which clearly defined who can be a TGA leader, who are TGA leaders and their responsibilities. All TGAs (100%) had constitutions which clearly define rights and responsibilities of their members and clearly state punishment for misconduct. Most of the TGAs (95.8%) had constitutions which have criteria for TGA memberships as well as clear conditions for joining, leaving and terminating of TGA memberships.

Furthermore, all TGA constitutions (100%) define clearly the rights and possibilities of participation of all villagers in TGA activities and leaderships regardless of their age, disabilities, sex and religious affiliations. Most of the TGAs (64.6%) had constitutions which define ways of encouraging women and elderly to participate in TGA activities. It was found that in Lugolufu and Usagatikwa villages, vulnerable woodlots are well maintained by their village governments. Most of the TGAs (77.1%) have been included vision statements in their constitutions while relatively few TGAs (22.9%) also have been included vision statements in their constitutions yet, need to be qualified in order to act like catalysts for stimulating their active participation in TGA activities. Most of the TGAs (75%) acknowledged that women and elderly are participating actively and in most cases, their opinions had been internalized as part of decisions made. Most of the TGAs (95.9%) had elections held within the last three years and all members of the community were given equal rights to become candidates as clearly guided in the TGAs administrative manual.

Moreover, the current TGA leaders in 25 newly implementing villages which started tree planting in 2016/2017 planting season are still in power legally because their leadership regimes were yet to expire. TGA leaders however, from 11 pioneered villages namely Lusala, Mgala, Kifanya, Usagatikwa, Ngalanga, Ng'elamo, Itambo, Ilang'asi, Iboya, Mavanga and Matembwe which started tree planting on 2014/2015 planting season their leadership regimes expired on December, 2017. Probably new election of TGA leaders should be sought for. The majority of the TGA leaders (53.1%) were elected through open ballots or simple majority while relatively few (44.9%) were elected through closed ballots. TGA leaders at Lugema village (2.0%) are still considered as interim leaders because are holding their positions without any formal election being done.

Most of the TGAs (43.7%) conducted regular TGA monthly meetings as from January to November, 2017 before commencement of this evaluation. TGAs (37.5 %) had been conducting irregular monthly meetings as from January to November, 2017 mainly due to laziness of TGA leaders and members. However, relatively few TGAs (18.8%) namely Kiyowela, Maweso, Maholong'wa, Igumbilo, Kitewe, Lupila, Utweve, Ng'onde and Idete had been conducting irregularly TGA monthly meetings due to silent conflicts either between TGA leaders and members or between TGA leaders and TGA facilitators. The majority of the TGAs (59.1%) conducted bi-annual meetings correctly. However, at the time of concluding this evaluation, on 10<sup>th</sup> January, 2018, Lupila was the only TGA which had already conducted annual meeting in order to assess progress made during year 2017 and to plan new TGA activities for the year 2018. Probably, at the time of writing this report more TGAs had been already conducted their annual TGA meetings because when this evaluation was concluded deadline for conducting annual meetings was yet, to be met.

The maximum scores under institutional capacity were 36. However, TGA scores were as follows: Lupila (34), Makatembwe (34), Makangalawe (33), Mavanga (33), Utilili (33), Wino (33), Kitete (32), Lupila (32), Ludende (32), Mundindi (32), Njelela (32), Maweso (32), Ng'onde (32), Lyamko (31), Ifinga (31), Mkongotema (31), Kijyombo – Amani (31), Ukwama – Upendo (31), Ilang'asi (31), Ibumi Muungano (31), Holo (30), Lugolufu (30), Kiwe (30), Lusala (30), Maholong'wa (30), Masimbwe (30) Ukwama – Songambe (30), Itambo (30), Iboya (30), Kifanya (30), Mgala (30), Ngalanga (30), Amani (30), Uchindile (29), Magunguli (29), Ngoje (29), Kitewe (29), Nhungu (29), Utweve (29), Kiyowela (28), Kijyombo –

Pasepu (28), Ipilimo (27), Ibumi – Maono (27), Madope (27), Igumbilo (27), Usagatikwa (27), Idete (26), Lugema (25) and Ng’elamo (8). With respect to this evaluation thematic area, TGAs with high scores are considered as being institutionally strong implying that they are also administratively organized.

With respect to TGA functionality, it was found that 38.7% of the TGAs managed to prepare their annual work plans correctly as guided in the TGA administration manual and copied them to PFP and TGA Apex for administration purposes. TGAs (55.1%) which managed to prepare their annual work plans in one way or another, most of them (59.3%) their members acknowledged that plans were appropriate and over 70% of TGA members were satisfied with them. Most of the TGAs (75.6%) their members acknowledged of being satisfied with leadership of their TGA leaders for above 70%. Almost all TGAs (98%) had their admin kit being kept in good condition. TGAs (33%) had active bank accounts, 45% had inactive bank accounts while 22% had no bank accounts. All TGAs with bank accounts, all of them of them (100%) had been operating their TGA bank accounts in a transparency manner as guided by PFP. Moreover, TGAs which received cash books and receipts (98%) most of them (70.8%) were found being keen in the use of cash books and receipts in various financial transactions. TGAs which received vouchers (98%) most of them (66.7%) had been using vouchers appropriately. TGAs (98%) with constitutions, all of them (100%) their constitutions clearly mention entry and annual membership fees and also define when actually should be collected. Wino (2.0%) was the only TGA which claimed that all its TGA members (100%) managed to pay all their membership fees for the year 2017.

Additionally, most of the TGAs (91.7%) apart from having entry and annual membership fees also had other fees and fines including for joining and misconduct respectively. Only 34.7% of the total TGAs implemented effectively various fees and fines for the year 2017 as clearly guided in their constitutions. Most of the TGAs (69.4%) confirmed that over 80% of their members know what they are expecting and are satisfied with TGA services, 22.4% confirmed that about 60 – 80% of their members know what they are expecting and are satisfied with the TGA services received. However, relatively very few TGAs (8.4%) said that less than 60% of their members know what they are expecting and are satisfied with TGA services. TGAs (50%) had their financial monthly reports prepared, approved and minutes available for futures references. Lupila (2.0%) was the only TGAs which had already prepared its annual financial report for year 2017 with approval from respective authorities including attaching relevant copies of meeting minutes. However, most of the TGAs (98%) were yet, to prepare their annual finance reports for the year 2017 because the deadline for submission was yet to be met when this study was concluded on 10<sup>th</sup> January, 2018. Most of the TGAs (59.2%) had approved bi-annual reports for year 2017 and minutes available for future references. Again, Lupila (2.0%) was the only village which had already prepared and approved annual TGA report.

Mavanga was the only village which its members agreed cordially to establish one strong TGA in order to work more effectively. However, other TGAs namely Ibumi – Muungano, Ibumi – Maono, Kijyombo – Pasepu, Kijyombo – Amani, Ukwama- Songambe and Ukwama –Upendo due to genuine reasons the programme allowed them to continue working as independent TGAs in one village. Most of the TGAs (91.8%) had been engaging other stakeholders in tree planting and management yet, no TGAs roles, goals and objectives which had been compromised.

The maximum scores under TGA functionality were 36. However, TGA scores were as follows: Lyamko (34), Lupila (33), Matembwe (33), Ludende (33), Mundindi (33), Lugolofu (31), Masimbwe (31), Njelela (31), Utilili (31), Wino (30), Ngalanga (30), Kitete (29), Makangalawe (29), Amani (29), Kifanya (29), Iboya (29), Lusala (29), Itambo (28), Ikang’asi (27), Ukwama – Songamble (27), Holo (27), Ihang (27), Mavanga (27), Mgala (26), Kijyomba – Amani (26), Kiwe (25), Ng’onde (24), Mkongotema (24), Kijyombo – Pasepu, Kitewe (23), Ngoje (23), Ipilimo (23), Lugema (22), Madope (22), Maweso (21), Uchindile (21), Nhungu (21), Maholong’wa (20), Ifinga (20), Ukwama – Upendo (20), Utweve (19), Ibumi – Maono (18), Idete (17), Ibumi – Muungano (17), Igumbilo (17), Usagatikwa (17), Magunguli (16), Ng’elamo (15) and Kiyowela (14). With respect to this evaluation thematic area, TGAs with high scores are considered as being administratively organized.



With regards to technical capacity and equipment it was established that 65.3% of TGAs which participated in tree planting for 2017/2018 planting season most of them (56.3%) were found already started or continuing with land preparation which actually, differed significantly from one TGA to another depending on different factors including TGA institutional management stability and types of vegetation to be cleared. TGAs (87.8%) which planted seedlings during 2016/2017 planting seasons, relatively few (21%) acknowledged of receiving some seedlings from PFP for making beating - up. However, Lusala (2.3%) was the only TGA which acknowledged of making beating - up by using seedlings from their own sources. Relatively few TGAs (14.3%) confirmed that over 80% of the plots had been weeded through spot and slash, 30.6% confirmed that about 60 – 80% plots either had spot or slash weeding. However, most of the TGAs (55.1%) confirmed that the number of plots weeded were far less than 60%. This result suggests that probably TGA leaders and members still need put more efforts in weeding of their plots as clearly guided in TGAs forest management calendar.

The maximum scores under technical capacity and equipment were 6. However, TGA scores were as follows: Madope (6), Njelela (6), Mavanga (6), Iboya (6), Utilili (5), Mundindi (5), Kitete (5), Ipilimo (4), Igumbilo (4) Ihanganga (4), Lusala (4), Maweso (4), Wino (4), Mkongotema (4), Lyamko (3), Uchindile (3), Lugema (3), Lugolofu (3), Kijyombo – Amani (3), Kijyombo – Pasepu (3) Makangalawe (3), Ukwama - Upendo (3), Ifinga (3), Holo (2), Idete (2), Kiyowela (2), Magunguli (2) , Lupila (2), Nhungu (2), Ukwama - Songambebe (2), Usagatikwa (2), Utweve (2) Ng'onde (2), Itambo (2), Matembwe (2), Mgala (2) Ng'elamo (2), Ngalanga (2), Amani (2), Kiwe (2), Ludende (2), Masimbwe (2), Kifanya (1), Kitewebe (1), Ngoje (0), Ilang'asi (0), Ibumi – Muungano (0), Ibumi – Maono (0) and Maholong'wa (0). With respect to this evaluation thematic area, TGAs with high scores are considered as being effective in carrying out ground activities implying that they are also technically strong and administratively organized.

Supports from PFP indicate that most of the TGAs (75.5%) agreed that they are getting services from extension officers. Most of the TGAs (91.9%) said that all leaders and over 70% of the members are satisfied. TGAs (75.5%) which acknowledged of getting services from extension officers, most of them (91.9%) confirmed that extension officers visit them monthly or more often. The team found that TGA facilitators are present in most villages (85.7%) however; relatively few villages (14.3%) had no TGA facilitators though they are getting extension services from nearby TGA facilitators. For example, Lugema and Kiyowela villages are being served by TGA facilitator from Lugolofu village. Villages with residency TGA facilitators (85.7%) most of them (88.1%) acknowledged that all TGA leaders and over 70% of the members are satisfied with TGA facilitators. Most of the TGAs (98%) said that they are satisfied with PFP support through bringing improved seedlings, 90% said that they are satisfied with PFP support through provision of training on fire prevention and control, 73.5% said that they are satisfied with PFP support through putting in place good extension services, 51.0% said they are satisfied with PFP support through provision of firefighting tools while relatively few 40.8% said that they are satisfied with PFP support through provision of different posters and educative materials.

The maximum scores under support from PFP were 12. However, TGA scores were as follows: Kitete (12), Uchindile (12), Lugolofu (12), Makangalawe (12), Ukwama – Upendo (12), Ukwama – Songambebe (12), Utweve (12), Ngalanga (12), Amani (12), Ibumi – Muungano (12), Kitewebe (12), Kiwe (12), Lusala (12), Mundindi (12), Ibumi – Maono (12), Njelela (12), Mavanga (12), Utilili (12), Maweso (12), Holo (11), Idete (11), Ihanganga (11), Lupila (11), Masimbwe (11), Ifinga (11), Wino (11), Ipilimo (10), Igumbilo (10), Itambo (10), Maholong'wa (10), Mkongotema (10), Nhungu (9), Usagatikwa (9), Ilang'asi (9), Iboya (9), Mgala (9), Ng'elamo (9), Ludende (9), Lyamko (8), Kiyowela (8), Lugema (8), Magunguli (8), Kijyombo – Pasepu (8), Ngoje (8), Kifanya (8), Madope (8), Kijyombo – Amani (6), Ng'onde (4) and Matembwe (3).

With respect to evaluation objectives, most TGAs demonstrated high capacity of working independently institutionally though this does not mean that they don't want support any more from PFP. Overall scores for all four evaluation thematic areas namely institutional capacity, TGA functionality, technical ability and equipment and support from PFP were 90. Out of this total, overall scores per TGA were as follows: Mundindi (82), Njelela (81), Utilili (81), Kitete (78), Mavanga (78), Wino (78), Lupila (78), Kitete (78), Makangalawe (77), Lugolofu (76), Lyamko, (76), Ludende (76), Lusala (75), Matembwe (74), Ngalanga (74), Amani (73), Igumbilo (74), Masimbwe (74), Ukwama – Songambebe (71), Itambo (70), Holo (70),

Mkongotema (69), Maweso (69), Kiwe (69), Kifanya (68), Mgala (67), Ikang'asi (67), Kijyombo – Amani (66), Ukwama – Upendo (66), Ifinga (65), Kitewe (65), Uchindile (65), Ipilimo (64), Madope (63), Kijyombo – Pasepu (63), Utweve (62), Ng'onde (62), Nhungu (61), Maholong'wa (60), Makangalawe (60), Ngoje (60), Ibumi – Muungano (60), Igumbilo (58), Lugema (58), Ibumi – Maono (57), Idete (56), Magunguli (55), Usagatikwa (55) and Ng'elamo (34). With respect to evaluation objectives, the team has of opinion that TGAs with high overall scores in all evaluation thematic areas namely institutional capacity, TGA functionality, technical capacity and equipment and support from PFP are considered to be technically strong and administratively organized.

Therefore, from this evaluation mission, the team would like to conclude that despite all the challenges associated with theories group dynamics and management yet, PFP has demonstrated high capacity in building and strengthening TGAs in order to operate as independent and full functioning organizations with different capacities in taking over their own development initiatives will less dependency from external people.

## **1.0 BACKGROUND INFORMATION**

### **1.1 About the programme**

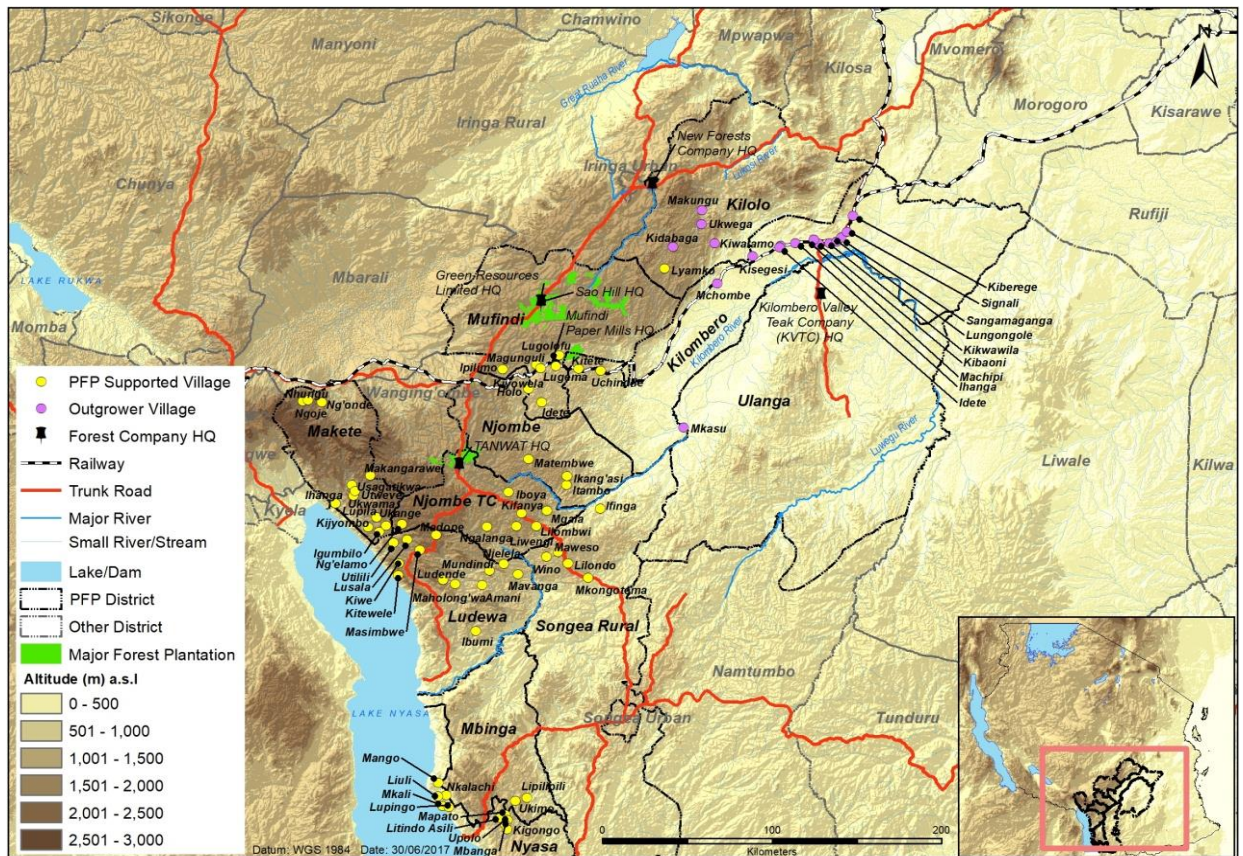
Tree planting activities in Southern Highlands is one of the potential platforms for poverty reduction and livelihood enhancement. It is on the basis of this window, Private Forestry Programme (PFP) introduced tree farming activities in order to increase rural income in the targeted areas which recently consist of 4 regions namely Njombe, Iringa, Ruvuma and Morogoro covering a total of 60 villages. Communities' poverty and inequality will be reduced through developing sustainable plantation forests and adding value to the entire forest product value chain, from quality seeds planted on the land to quality products sold in the markets. In this context therefore, employment will be created and hence, household poverty among the rural communities will be reduced.

### **1.2 Previous activities and training conducted prior to TGAs evaluation**

Prior to this assignment on evaluation of technical and administrative capacity of TGAs, PFP had facilitated the implementation of various field related activities including: Organizing a comprehensive community awareness campaign on fire prevention for 21 pioneered villages in Njombe DC, Njombe TC, Mufindi, Makete and Ludewa districts from June – July, 2016. It also organized practical training on the same theme and villages for TGA leaders, TGA members, VFMTs and village leaders from October – November, 2016. Community awareness campaign on fire prevention and control aimed at making the public to be aware of the economic, social and environmental effects of unwanted bush fires in their plantations and indeed, adhere to village fire prevention by-laws when using fire for various socio-economic activities mainly during farm preparations. On the other hand, practical training on fire prevention and control for TGA members, VFMT and village leaders aimed at demonstrating practical skills on fire prevention techniques (spot weeding, slash weeding and preparation of both internal and external main firebreaks) and firefighting techniques. Furthermore, on August, 2016 it also organized training on Community Based Fire Management (CBFiM) and extension for change for district extension officers. Moreover, from June to July, 2017 the programme also organized evaluation of readiness and effectiveness for 21 pioneered TGAs which received practical training and awareness on fire prevention and control year 2016. Similarly, on the same month and year, the programme also organized practical training on fire prevention and control for TGA leaders, Village Fire Management Teams (VFMTs) for newly adopting 25 TGAs in Morogoro, Iringa, Njombe and Ruvuma regions. Therefore evaluation of TGA technical and administrative capacity as functioning institutional is yet, to be conducted within PFP working areas.

### **1.3 Evaluation coverage and timeframe**

Evaluation mission on TGAs technical and administrative capacity covered eight districts namely Mufindi, Njombe DC, Njombe TC, Ludewa, Makete, Kilolo, Kilombero and Madaba. This work covered one month and one week as from 4<sup>th</sup> December, 2017 to 10<sup>th</sup> January, 2018. Figure1 presents eight districts covered during evaluation mission.



**Figure 1: Map of districts and villages covered during evaluation**

### 1.4 Rationale on evaluation of TGAs technical and administrative capacity

Each programme has its starting and ending time after delivering its unique services and products to its beneficiaries. The fact that PFP is a programme like other time bounded programmes, therefore, evaluation of TGAs technical and administrative capacity was carried out at the right time. Technically, it was designed and carried out in order to assess the internal strength and capacity of TGAs to function as fully fledged institutions and their capacity to operate independently before the end of PFP support. Since its inception, PFP has been providing variant technical assistance, capacity building and material support to 49 implementing TGAs in eight districts of Mufindi, Njombe DC, Njombe TC, Ludewa, Makete, Kilombero, Kilolo and Madaba. Material support included provision of high quality seedlings, finance administration kits, publications and firefighting tools (fire beaters) among others. On the other hand, training and capacity building had been focusing woodlots establishment and management techniques, fire prevention and control, institutional capacity building, silvicultural techniques, value addition along the forest value chain and saving and credit schemes among others. Therefore, it was on the basis of this philosophy, evaluation on technical and administrative capacity of TGAs comprising of four thematic areas was carried out.

## 2.0 EVALUATION OBJECTIVES

Based on the evaluation thematic areas, technically this work comprised of two important objectives as follows:

## **2.1 Overall objective**

The overall objective of this short-term mission was to check the situation of all PFP-supported TGAs by evaluating their technical and administrative capacity.

## **2.2 Specific objectives**

The underlying specific objectives of this evaluation mission were to:

- I. Evaluate technical capacity of each TGA as functioning institutional in line with criteria set by PFP
- II. Evaluate administrative capacity of each TGA as functioning institutional in line with criteria set by PFP

## **3.0 EVALUATION TEAM**

Evaluation of TGAs on technical and administrative capacity was facilitated by a team of experienced forestry experts and trainers from Forestry Training Institute, Olmotonyi (FTI). These were Celestine Mafuru, a principal trainer and expert in participatory monitoring and evaluation fire management and extension for change. Samwel Mawinda, a principal trainer and expert in community-based fire Management and Nuhu Salasala, a trainer with expertise on institutional engagement and development.

## **4.0 EVALUATION METHODS**

Prior to actual evaluation work, evaluation team from PFP and FTI met on the 4<sup>th</sup> December, 2017 at PFP Head Office Gangilonga, Iringa region. The brief meeting aimed at agreeing each other on important evaluation aspects including review of the work schedule and the proposed measuring instrument (checklist). The following issues were discussed and agreed upon:

- To accommodate the observed changes on the proposed measuring instrument
- To review the evaluation schedule in order to accommodate public holidays which are normally celebrated at the end of the year
- TGA evaluation will be done by a team of FTI experts

Village leaders in every village were informed about the arrival of evaluation team by respective Extension Officers. Thereafter, members of the FGD were selected collectively by TGA leaders in collaboration with TGA facilitators based on the agreed criteria detailed below. It was important to observe village protocols in order to continuously assure village leaders that tree planting activities undertaken by TGA members in their areas of jurisdiction support the government's policy towards poverty alleviation at household level. In this context therefore, effective execution of their responsibilities as chief custodians of village regulations and by-laws against external threats to TGAs woodlots is very important.

Therefore, in order to capture in-depth information on the technical and administrative capacity of each TGA, PFP prepared a comprehensive checklist comprising four key thematic areas: institutional capacity, TGA functionality, technical ability and support from PFP. Moreover, each evaluation thematic area comprised of specific assessment variables. All TGAs were assigned points for each variable according to the assessment, ranging from 0 to 2. See Annex 1 evaluation checklist. These points were then summed in order to get the total score per TGA. See Annex 2 evaluation scoring form.

Free and enabling environment was created in each village in order to allow members of FGD to speak – up their opinions freely without fear. Therefore, in each village women were interviewed in small separate groups as internal strategy for encouraging them to speak – up their views more freely. Such arrangement was necessary because in most of our culture, majority of the women find it difficult to speak up their views in big groups comprising of men. Based on the evaluation objectives, each village was assessed for two days. Day one was set aside for making Participatory Field Visits (PFVs) in woodlots in order to get eye witness on status of land preparation, blanking, line marking, pitting, weeding, pruning and thinning before sitting for a face – to – face discussion with FGD members.



**Figure 2: Women small group for FGD at Kitete village**

Participatory Field Visits (PFVs) was conducted in every village. Technically, in each village members who participated in field visits (PFVs) ranging from 10 to 15 during day one were the same as those who attended as members of FGD during day two. However, in some villages all or relatively few members of PFVs were taken to the field depending on the type and size of the vehicle. In each village, simple random sampling technique was used to select 25% of the plots to be visited. Lists of TGA members participated in tree planting in each village were used as sampling frame against which, number of plots to be visited were chosen at random in a participatory manner involving members of PFVs. In this survey, 25% as representative sample was considered to be adequate for providing basic ground information for results generalization. Moreover, in all villages time allocated for making participatory field visits was adequate. In most of the villages, members of PFVs were led by TGA facilitators whom, in all the time, proved to knowledgeable and consistent about locations and status of different plots in the communal planting site. Questions were asked by evaluation experts depending on different status of plots and corresponding answers were obtained either from TGA facilitators or key TGA leaders.



**Figure 3: Participatory Field Visits (PFVs) at Amani village.**

In each village, members of Focused Group Discussion (FGD) ranged from 10 to 15 people. The said members were used for providing in-depth information about the status of each TGA in relation to the evaluation thematic areas. Evaluation experts used the prepared evaluation checklist for leading the discussion with members of FGD. Since the approach of PFP is human rights based, therefore, in order to get good representation, inclusion of youth, women, elderly and vulnerable groups were very much observed. Likewise in each village, all members of the TGA executive committee were also invited in the meeting. In most of the evaluated villages, participatory meetings were conducted during the morning session and meeting duration averaged at three hours. However, in order to get reflective responses based on the intended meaning given by respondents, rephrasing and sometimes, repetitions of questions were necessary. Nonetheless, in areas where disagreement among the FGD members were obvious, flexibility and extra facilitation skills of evaluation experts were needed in order for the group to reach an agreeable and thoughtful consensus.



**Figure 4: Focused Group Discussion (FGD) at Ihanga village**



## **5.0 RESULTS AND DISCUSSION**

This section presents results and discussion of the evaluation. The administrative and technical capacities of each TGA were divided into four thematic areas: institutional capacity, TGA functionality, technical ability and support from PFP. These thematic areas were then divided further into subcategories that contained the variables used in the study. As a matter of consistency, results and discussion are presented following the order of the thematic areas indicated on the checklist.

The results are given according to variables and totals. At the end of each thematic area, total scores per thematic area for all villages are also presented. Overall scores per village in all thematic areas are shown in figures 39 (1 & 2). TGA evaluation criteria including scores for each specific assessment variable (SAV) per evaluation thematic area is attached as Annex 1.

### **5.1 Institutional capacity**

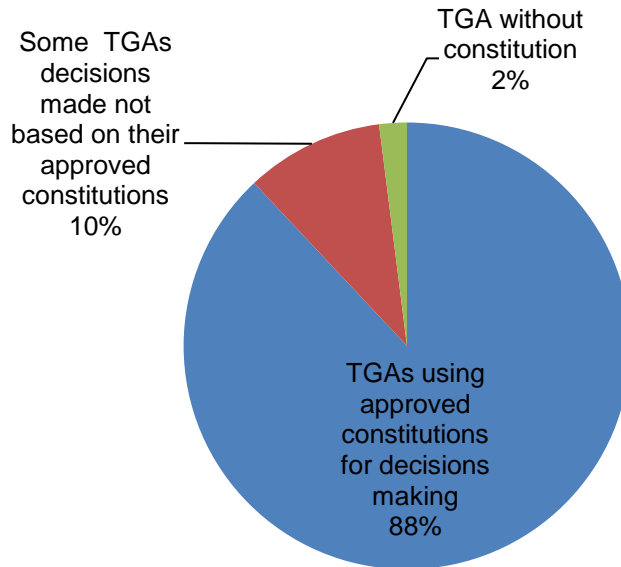
This evaluation thematic area had nine subcategories of which, during presentation of results about two to three related categories were merged and discussed under one sub-heading. Total scores for all villages under this thematic area are shown as figures 13 (1 & 2).

#### **5.1.1 TGA registration and uses of TGA constitutions in decisions making**

Registration of community groups such as CBOs and NGOs is one of the prerequisites for their formal recognition by authorities, donor communities and development stakeholders. Certificates of registration are also important documents for opening of group bank accounts. The team found that most of the TGAs (91.8% had already secured full registration with all appropriate documentations

It was learnt that Ibumi Muungano and Ibumi Maono (4.1%) had already applied for registration but were yet, to receive basic documents from Department of Community Development, Ludewa District Council. However, Ng'elamo and Usagatikwa (4.1%) were reported to be the only villages which were yet, to apply for registering of their TGAs.

For sustainability and building strong TGAs, the programme emphasizes that all administrative decisions to be made by TGA leaders and TGA executive committees should be based on their approved constitutions. Findings revealed that most of the TGAs (88%) had been using their approved constitutions as bases for decisions making. TGAs (10%) had approved constitutions yet, some of the decisions made were not based on their approved constitutions. It was however, learnt that Ng'elamo (2.0%) was the only village which operates without any constitution framework.



**Figure 5: Uses of TGA constitutions in decisions making**

If well followed and respected, approved TGA constitutions bring TGA members together and unnecessary conflicts between and among them could be easily dismissed. It was further observed that in some TGAs whereby, decision-making had been based on personalities like in Ibumi Maono (by then), Holo, Idete and Kiyowela, probably, violation of their constitutions had been the main sources of here and there conflicts between and among them. On the basis of the above, the team stresses that for building stable TGAs which are members owned, under all circumstances, all decisions which affect the day - to - day management of TGA activities should be based on their approved constitutions. TGA leaders who deliberately dishonor their constitutions it is far better to be demoted in order to rescue their TGAs.

### **5.1.2 Conciseness of TGA constitutions, TGA leadership, roles and responsibilities**

Public documents need to be prepared in a language best known by users and in most cases, should be reflecting their level of understanding. TGA constitutions apart from being prepared in languages best known by users should also be clear and concise. The team found that for villages with constitutions (98%), most of them (91.7%) acknowledged that their constitutions are easy to understand while relatively few TGAs namely Holo, Ngoje, Ipilimo and Ibumi Maono (8.3%) accepted that their constitutions can be understood. Again, Ng'elamo village was not included since it operates without any constitution framework. The fact that preparing clear and concise constitutions is ongoing task; this justifies the need for reviewing all TGA constitutions in order to incorporate important issues to be thought for by TGA members during annual general meetings.

TGA constitution as important document among others should clearly define who are TGA leaders, their roles and responsibilities. If a constitution is silent on this important aspect, eventually the organization will be ineffective due to lack of clear distribution of responsibilities. PFP through TGAs administration manual puts emphasis on preparation of constitutions which enhance accountability among the office bearers. The team found that for all villages with constitutions (98%), all of the TGAs (100%) had constitutions which clearly defined who can be a TGA leader, who are TGA leaders and their responsibilities. The team recognizes efforts made by PFP in facilitating the preparation of TGA constitutions which strive to bring TGA members together rather than being sources of conflicts between and among TGA leaders and members. Nonetheless, still there is a need to review them when deemed necessary in order to be comprehensive and friendly.

### **5.1.3 Rights and responsibilities of TGA members and membership requirements**

Membership rights and responsibilities are among the key clauses which need to be incorporated in any democratically prepared and people - centered constitution. PFP has been in the forefront in ensuring that

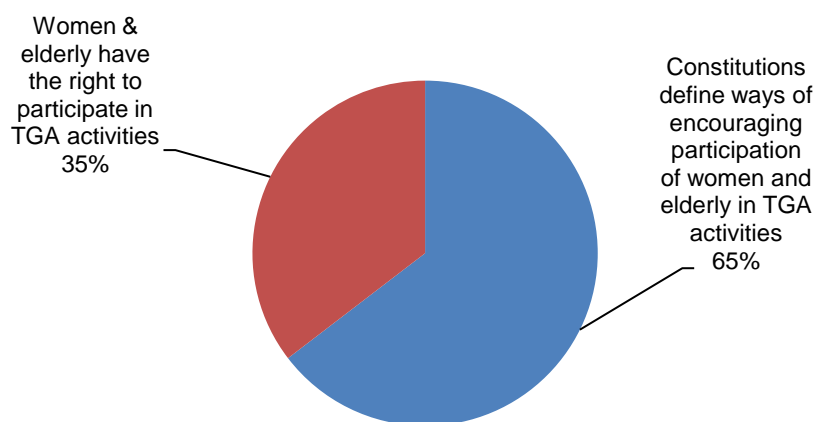
all TGA constitutions broaden the rights of their members' on one side but also on other side, state clearly responsibilities of every TGA member. All TGAs with constitutions (98%) all of them (100%) had constitutions which clearly define rights and responsibilities of their members and clearly state punishment for misconduct. Ng'elamo was the village which had no constitution and hence, was not included in the computations.

TGA administration manual among other important issues, guides the preparation of TGA constitutions which are basis for making democratic decisions. The team found that for villages with TGA constitutions in place (98%) most of them (95.8%) had constitutions which have criteria for TGA memberships as well as clear conditions for joining, leaving and terminating of TGA memberships. However, TGA constitutions for Mgala and Idete villages (4.2%) had some definition but are implemented only partly.

### 5.1.4 Participation possibilities and promotion of equality between TGA members

The PFP working philosophy on respecting of human rights as well as inclusion of vulnerable groups in development activities was highly reflected in all the evaluated villages. All TGA constitutions (100%) define clearly the rights and possibilities of participation of all villagers in TGA activities and leaderships regardless of their age, disabilities, sex and religious affiliations. Good enough, during the period of this evaluation, the team did not receive any complaint from FGD members on community denial to participate in tree planting activities based on the above socio-economic characteristics. This approach is highly appreciable because it promotes unity and love among the community members.

PFP also promotes gender equality and equity in most of its operations. In the context of this report, gender equality means equal treatment of men and women in every aspects of life. On the other hand, gender equity means putting special consideration on special groups of people like women and elderly who need community attention. On the basis of the above, the study found that most of the TGAs (65%) had constitutions which define ways of encouraging women and elderly to participate in TGA activities while relatively few TGAs (35%) had constitutions which state that women and elderly have the right to participate in TGA activities. Evaluation team found that putting in place TGA constitutions which recognize gender equality and equity in the implementation of different income generation activities like tree planting; it is to recognize the National Gender Policy of 2000 which explicitly honor the role of women in socio-economic development at household and family level.



**Figure 6: Promotion of gender equality between TGA members**

The team also found that PFP has gone a further step in practical implementation of gender equity. For example, in Lugolufu and Usagatikwa villages, vulnerable woodlots were well maintained by their village governments. Putting responsibilities of managing those woodlots in safety hands of their village governments is a highly recommended approach because it clearly defines the real meaning of activity

sustainability. In views of the above, the team urges all TGA leaders with vulnerable woodlots to liaise with their village governments in order to collectively mobilize villagers and TGA members so as to participate in their routine management.

### 5.1.5 TGA vision, leadership regimes and status of current TGA leaders

TGA visions are unique statements showing whom you want to become after successful meeting your objectives. In order to make this happening, PFP has been providing high quality seedlings to TGAs in order to increase their household income. Thus, inclusion of vision statements in their constitutions is very important because inspire them to work even beyond imagination. For example, if someone wants be rich, there is no short cut unless he/she works hard. The team found that most of the TGAs (77%) have been included vision statements in their constitutions while relatively few TGAs (23%) have been also included vision statements in their constitutions yet, need to be qualified in order to act like catalysts for stimulating their active participation in TGA activities. For example, the vision statement for Njelela TGA states that “*Mabadiliko Tupande Miti Kibiashara* whereas of Mundindi TGA states that “*Panda Miti kwa Maendeleo Yako*” Generally these are stimulating vision statements. However, vision statement for Amani TGA states that “*Twende Pamoja Amani*”. This is relatively silent vision statement and in most cases, will need to be improved during constitutions review meetings when deemed necessary.

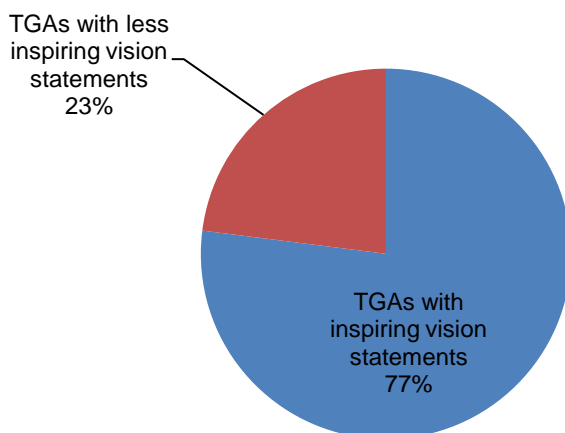


Figure 7: TGAs vision and purposes

PFP advocates that election for TGA leaders should be held regularly at an interval of three years. On the basis of the above, the team found that most of the TGAs (95.9%) had elections held within the last three years and all members of the community were given equal rights to become candidates. More importantly, all election records were properly kept. Kiyowela and Lugema (4.1.0%) were the only TGAs which also had election within the last three years and that all members of the community were given equal rights to become candidates yet, proper election records were missing.

The team however, found that the current TGA leaders in 25 newly implementing villages (Kilolo, Mufindi, Njombe, Kilombero, Madaba, Ludewa and Makete) districts are still in power legally because their leadership regimes were yet to expire. For example, in villages like Mundindi and Njelela just to mention few, TGA leaders were elected officially on 2016/2017 planting season after approve of their constitutions. TGA leaders however, from 11 pioneered villages namely Lusala, Mgala, Kifanya, Usagatikwa, Ngalanga, Ng’elamo, Itambo, Ikang’asi, Iboya, Mavanga and Matembwe which started tree

planting on 2014/2015 planting season their leadership regimes expired on December, 2017. According to PFP policy guideline on TGA administration probably election for new TGA leaders in those villages should be thought for.

Availability of elected TGA leaders in each village is a way forward towards building strong and functioning TGAs. PFP recommends that all TGA leaders should be democratically elected in order their presence to influence positive changes in the functionalism of their TGAs. During this assignment, the team found that most of the TGAs (75.5%) had leaders who were elected through closed ballots; relatively few TGAs (26.5%) also had leaders but were elected through open ballots or simple majority. However, Lugema (2%) was the only village whose TGA leaders are considered as interim leaders since are holding their positions without any election arrangements being done.

### 5.1.6 TGAs voting procedures, gender representation and implementation of TGA membership criteria

PFP administration manual emphasizes that all elections of TGA leaders and other representatives should be organized by secret ballots. It is important therefore, to use secret ballots during election of TGA leaders in order to avoid person influences during the election process and indeed, to minimize personality crashes after elections are over. This is very important because the aim of elections is to get capable TGA leaders who could lead the whole process to success.

In views of the above, the team found that 45% of the TGA leaders were elected through closed ballots, the majority of the TGA leaders (53%) were elected through open ballots or simple majority. TGA leaders at Lugema village (2.0%) are still considered as interim leaders since are holding their leadership post without any formal election arrangement. The team has of opinion that elections of TGA leaders where possible should be done through using closed ballots as clearly indicated in the TGAs administration manual.

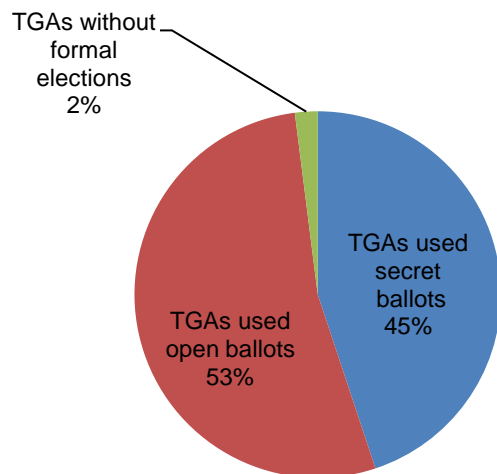


Figure 8: Voting procedures for TGA leaders

Participation of women is viewed as important decisions in development process. The team found that 44.9% of the TGAs had TGA leadership with gender representation balanced according to the number of elderly and women while most of the TGAs (55.1%) also had TGA leadership with gender representation yet, not balanced according to the number of members. This is a good example of valuing the role of gender diversity in forest resource management. It was further observed that almost 40% of the TGAs executive committee members comprising of about 5 people in most of the villages were women. Similarly, in most villages, TGA treasurers were also women. Conclusively, one may say that women play important roles in forests resources management since their needs, experiences and priorities are different from those of men. It is also true that educating and trusting women is to give them extra strength and motivation for inviting more members of the community to join the intervention.

### **5.1.7 TGAs monthly meetings**

Meetings in any open, functioning and effective organization are considered as very important platform for discussing progress, less known issue, resolving conflicts and putting commitments to the agreed action. On views of the above, TGA has three structured meetings namely monthly, bi-annual and annual meetings. All TGA members are responsible for attending these important meetings as clearly shown in TGAs administration manual. It was found that TGAs which are keen in holding these structured meetings have strong and united TGA members, less conflicts among them and between TGA leaders and indeed, had good field performances in terms of land preparation and weeding. In this context, the vice-versa holds true. Detailed evaluation presentation for each types of meeting is given below as follows:

#### ***TGAs conducted regular monthly meetings***

Good number of TGAs (42.9%) acknowledged that have been conducting regular TGA monthly meetings as from January to November, 2017 before conducting this evaluation. These villages are shown in figures 10 (1 & 2) as clarified by the key in table 1 score number 4. Except Matembwe TGA which is at its maturity stage with well-functioning management institutions, the rest TGAs under this category probably managed to conduct regular TGA monthly meetings partly due to extra inspiration and follow –up efforts of their respective TGA leaders. The team however, observed that putting extra efforts had been possible only if TGA leaders and TGA executive committee members work together harmoniously. Perhaps, this explains the need for continuously building strong TGA leadership.

Like in other villages, probably villages mentioned above also faced with some similar challenges facing other villages yet, the presence of effective TGA executive committees which meet once per month had been very useful in clearing out any emerging mismatching and indeed, bringing all TGA members on board. The team has of opinion that since the sustainability of TGAs as growing and functioning entities among other factors depend on effectiveness of their TGA leaders, it is important therefore for TGA members to make sure that during election of TGA leaders, only the right candidates should be obtained. This is very important because in some villages as will be discussed later, TGA leaders were found being the main sources of conflicts between TGA leaders and members.

#### ***TGAs conducted irregular monthly meetings due to various reasons***

As mentioned above, TGA monthly meetings need to be held monthly in order among other important things, to discuss progress made during the past month and to put strategies for the coming month. PFP has been insisting this through its TGA administration annual and normal field visits. The team found that despite such efforts being done by the programme, however, most of the TGAs (55.1%) had been conducting irregular TGA monthly meetings as from January to the end of November, 2017 before the commencement of this evaluation. TGAs which conducted irregular monthly meetings are technically divided into two groups based on reasons given by members of the FGD as follows:

#### ***TGAs failed to conduct monthly meetings regularly due to internal conflicts***

Despite the fact that PFP had been facilitating structured institutional capacity building for TGA leaders in order to work independently as growing and determined institutions yet, in some villages also indicated in figures 10 (1 & 2) as clarified by the key in table 1 but in score number 3 had not been conducting TGA

monthly meetings regularly partly due to the existing silent conflicts between TGA leaders and TGA members; between TGAs leaders and TGA facilitators, or between TGA facilitators and TGA members. Good examples of the observed TGAs internal conflicts included: Silent conflicts between Kiyowela TGA Secretary who is also a village chairperson and head of EAGT church against TGA chairperson; silent conflicts between TGA chairperson and TGA facilitator at Maweso village; silent conflicts between TGA leaders and TGA facilitator at Ng'onde village; silent conflicts between TGA leaders and TGA members at Kiteweile village. If TGAs are to survive, all observed conflicts should be dealt with immediate effects.

#### ***TGAs failed to conduct monthly meetings regularly due to laziness***

Failures to attend meetings could be a function of many factors including limited understanding on their importance, internal conflicts, conflicting time, ignorance or generally laziness. During evaluation, it was very interesting to hear that TGAs also indicated in figures 10 (1 & 2) as clarified by the key in table 1 but in score number 2 had not been conducting TGA monthly meeting regularly due to laziness of TGA leaders and members. However, this was good confessions which are likely to be improved through indoor inspiration. Generally speaking, TGA leaders in these villages failed to establish good reasons which sincerely contributed to their failures in conducting TGA monthly meeting regularly as clearly stipulated in the TGA administration manual. Some TGA leaders saluted that it was their fault not to actively inspire TGA members to attend those important meetings while others admitted that more recently, most of the TGA members prefer to attend VSLA meetings than woodlots management meetings. It was further explained that in some villages, TGA members are failing to attend TGA monthly meeting regularly since in those villages, TGA meetings are normally held relatively far from their sub-villages of about 8 - to 10 km. Again, it was also learnt that in other villages, TGA members become active to attend TGA monthly meetings regularly if and only if their villages are involved in tree planting activities in that particular planting season.

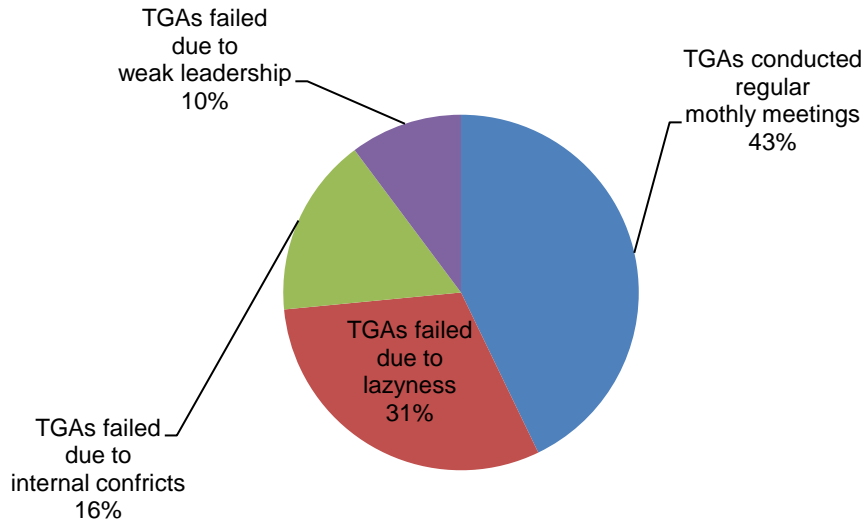
In views of the above, the team has of opinion that probably TGA members need to be made aware on the importance and relevance of VSLA scheme in relation to tree planting as long term investment. In all circumstances, tree planting and VSLA scheme are not mutually exclusive economic activities; they are rather, complimenting activities. In a broader sense, VSLA is like a stepping stone to successful realization of income to be accrued from tree planting. However, failure to attend TGA monthly meeting regularly due to big separation distances from the interior sub-villages to TGAs meeting places need further dialogue in order to come with more realistic answers. Conclusively, TGA leaders who failed to conduct TGA monthly meetings regularly due to laziness should be inspired more often in order to change their negative attitude and hence, become active TGA leaders. However, if the above mentioned problem seems to be repetitive ones, probably more capable TGA leaders should be sought for through conducting democratic election. "Remember, strong TGA leadership produces stable and effective TGA"

#### ***TGAs failed to conduct monthly meetings regularly due to weak TGA leadership***

TGAs which failed to conduct monthly meeting regularly due to weak TGA leaderships are also shown in figures 10 (1 & 2) as clarified by the key in table 1 but in score number 1. Generally, the above irritating situations (internal conflicts and weak TGA leadership) had been not motivating TGA members to attend those meetings no matter how important are they in relation to enhancing effective woodlots management. The fact that some of these silent conflicts and weak TGA managerial had been reported here and there, probably, it is now the right time for the programme to decide about their fate. "A problem known is half solved"

Yes, Ng'elamo TGA operates without constitution, it was however, expected that probably TGA leaders are making some here and there efforts in ensuring that TGA members meet monthly for discussing progress of their TGA. Surprisingly enough, it was the only TGA (2.0%) which had not conducted any monthly TGA meeting as from January to the end of November, 2017 when this assignment commenced. It was further learnt that Ng'elamo failed to hold any TGA monthly meeting due to unnecessarily frustrations of their TGA leaders who gave no reasons on failing to convene any TGA monthly meeting. However, few TGA members who attended the FGD also pointed out that TGA monthly meetings had been not possible to be held at Ng'elamo village due to laziness of their TGA leaders. In views of the above, the team has of opinion that TGA constitution for Ng'elamo village should be facilitate in order to

be in place the earlier the better. Similarly, election of new TGA leaders should be planned in order to rescue it from dying.



**Figure 9: Cumulative status on monthly meetings for all TGAs**

Status of TGA monthly meetings is presented in figures 10 (1 & 2) below



### TGAs mothly meetings

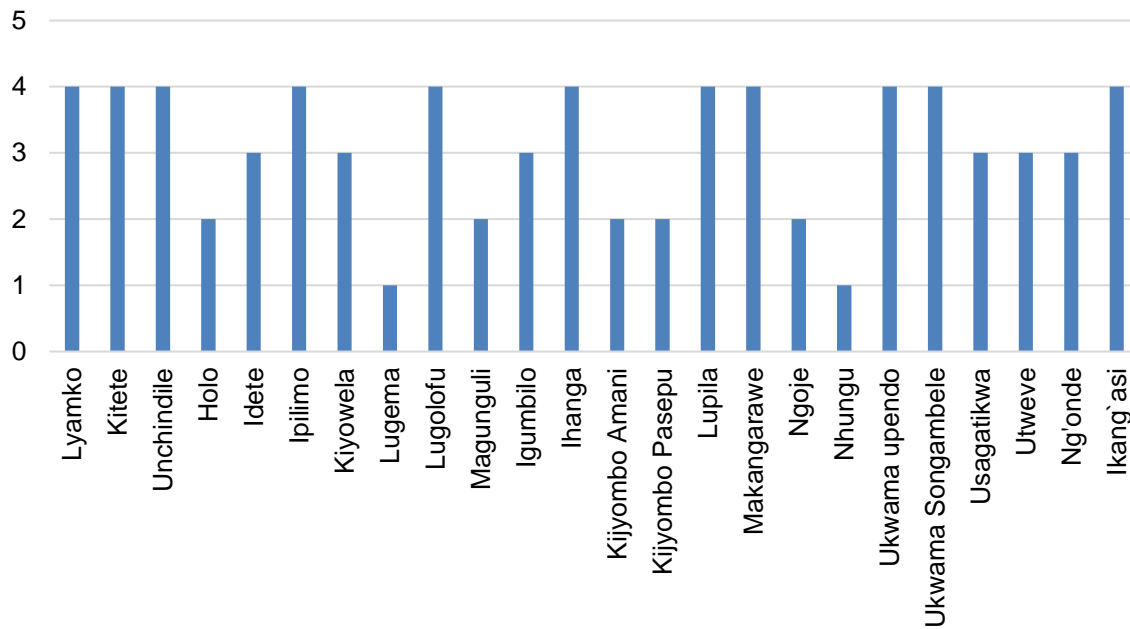


Figure 10(1): Status of monthly meetings per TGA

### TGAs mothly meetings

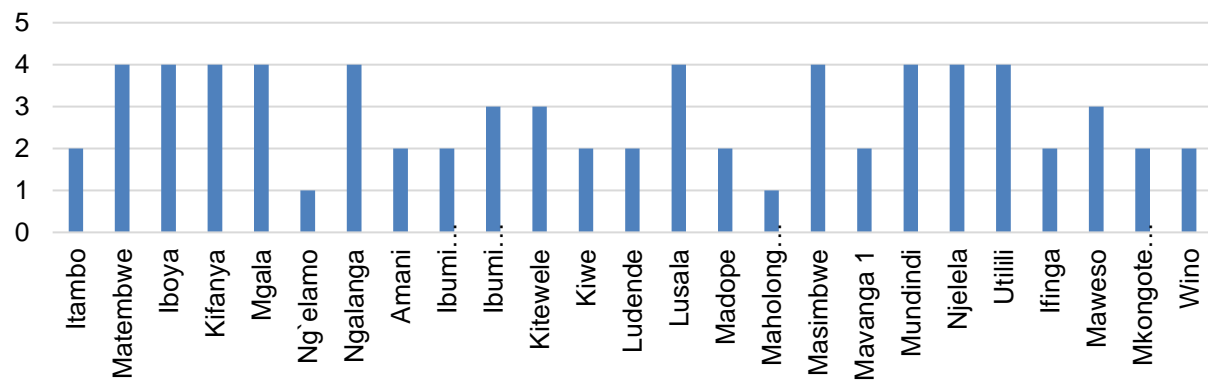


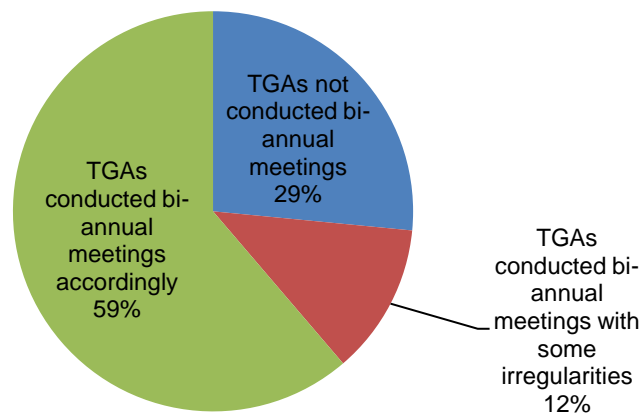
Figure 10(2): Status of monthly meetings per TGA

Table 1: Key on status of monthly meetings per TGA

4 scores	TGAs conducted monthly meetings regularly
3 scores	TGAs failed to conduct monthly meetings due to internal conflicts
2 scores	TGAs failed to conduct monthly meetings due to laziness
1 scores	TGAs failed to conduct monthly meetings due to weak leadership

### 5.1.8 TGA bi-annual and annual meetings

Bi-annual meetings are very important platform for reviewing TGAs progress made for the period of six months and planning TGA activities to be conducted for the next six months. Therefore, due to their importance, they should be held as required. The team found most of the TGAs (59%) had been conducting bi-annual meetings regularly as advised by the programme and meeting minutes had been appropriately prepared and sent to the TGA Apex for administrative purposes. Relatively few TGAs (12%) acknowledged that also they had been conducting bi-annual meetings regularly yet, with some irregularities including not conducting them timely, inappropriate preparation of minutes and more importantly, not sending them to the TGA Apex for administrative purposes. However, 29% of the interviewed TGAs failed to convene bi-annual meetings despite knowing their importance for the smooth run of their TGAs.



**Figure 11: Cumulative status on bi-annual meetings for all TGAs**

Of those (29%) which failed to conduct bi-annual meetings as guided in the TGAs administration manual gave different reasons including inactiveness of TGA leaders in inspiring and inviting people to attend TGA meetings in advance, laziness of some TGA members to attend meetings, silent conflicts between TGA leaders and members as explained above. However, some TGA members claimed of being occupied with agricultural activities. Whereas, those (12%) which conducted their bi-annual meetings regularly but with some here and there irregularities mostly said that it was due to lack of confidence of some TGA leaders in fulfilling their responsibilities despite the fact that they had attended various training workshops in Mafinga.

TGAs which conducted bi-annual meetings accordingly are indicated in figures 12 (1 & 2) as clarified by the key in table 2 score number 3. Whereas, those which conducted bi-annual meetings but with some here and there regularities in minutes preparation and reporting are also shown in figures 12 (1 & 2) as clarified by the key in table 2 but in score number 2. On the other hand, TGAs which failed to conduct bi-annual meetings for different reasons are indicated in figures 12 (1 & 2) as clarified by the key in table 2 but in score number 1.

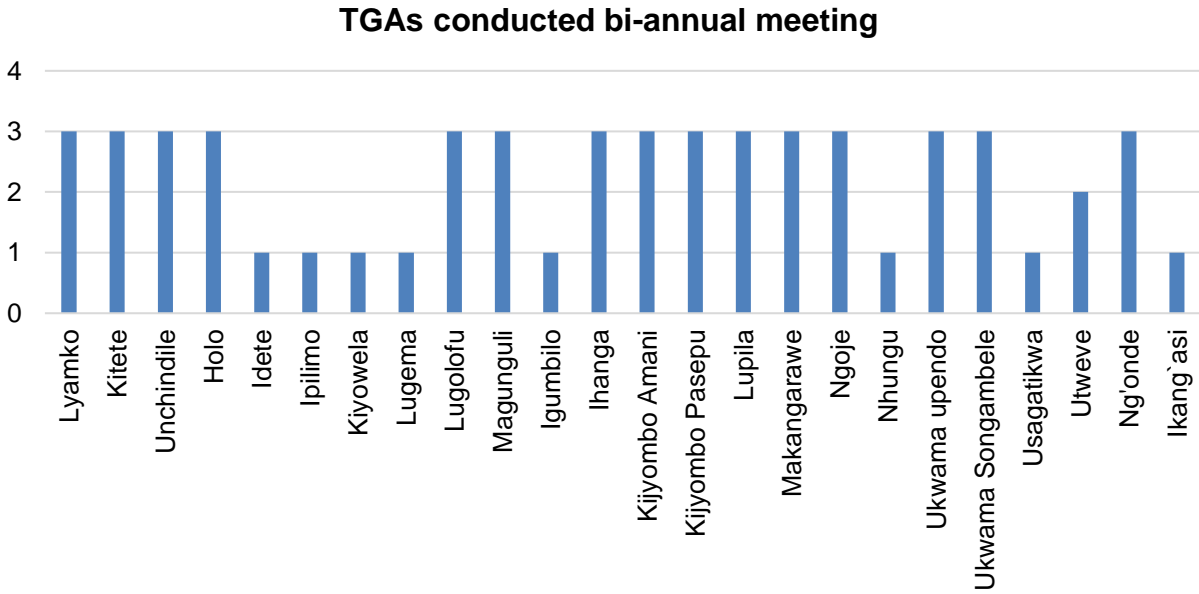


Figure 12(1): Status of bi-annual meetings per TGA

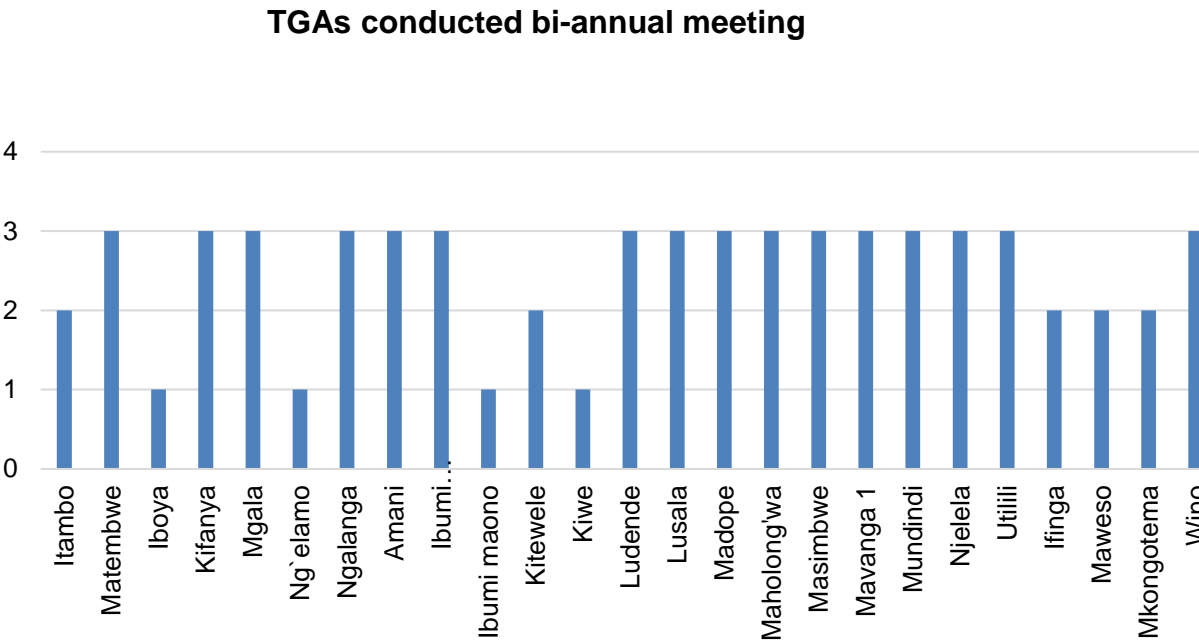


Figure 12 (2): Status of bi-annual meetings per TGA

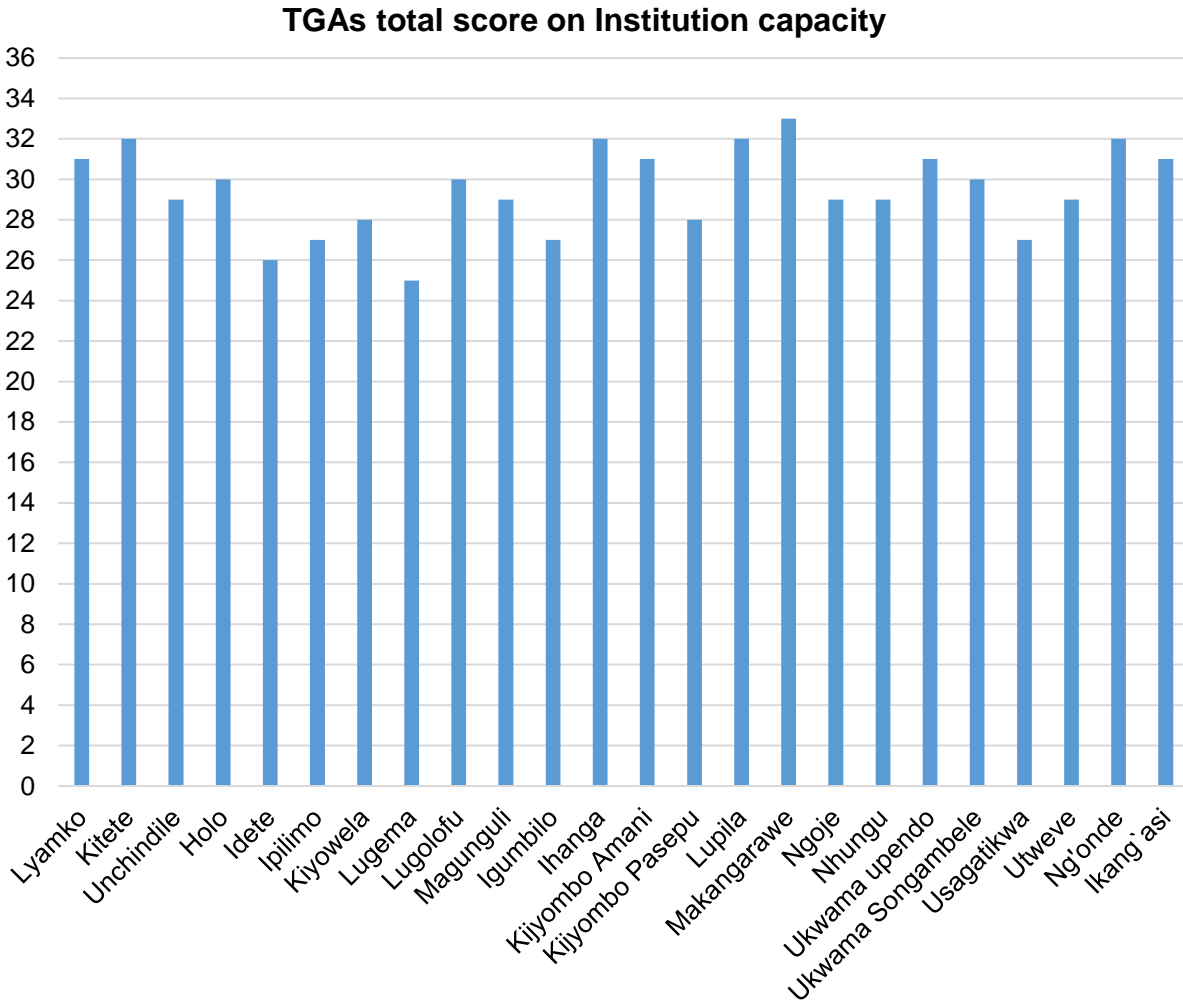
Table 2: Key on status of TGAs bi-annual meetings

3 scores	Bi-annual meetings done correctly
2 scores	Bi-annual meetings done with some irregularities
1 score	Not conducted

With reference to TGA administration manual, annual meetings should be held in January in order to close the old year and to plan new TGA activities for the newly started year. During the period of this evaluation , from 4<sup>th</sup> December, 2017 to 10<sup>th</sup> January, 2018 Lupila was the only TGA which had already conducted annual meeting in order to assess progress made during year 2017 and to plan new TGA activities for the year 2018. Probably, at the time of writing this report more TGAs had already conducted their annual TGA meetings.

**5.1.9 TGAs total scores on institutional capacity**

TGAs total scores on institutional capacity are presented in figures 13 (1 & 2).



**Figure 13: (1) TGAs total scores on institution capacity**

### TGAs total score on Institution capacity

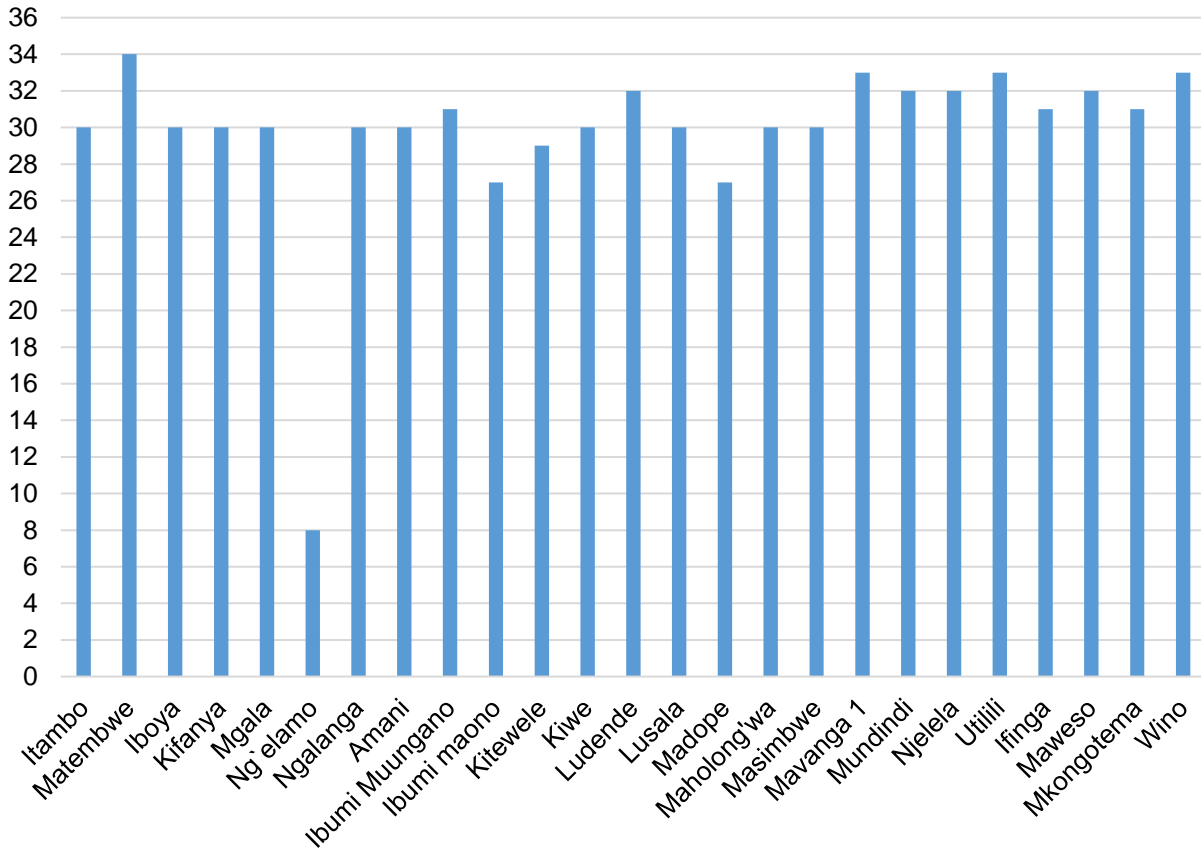


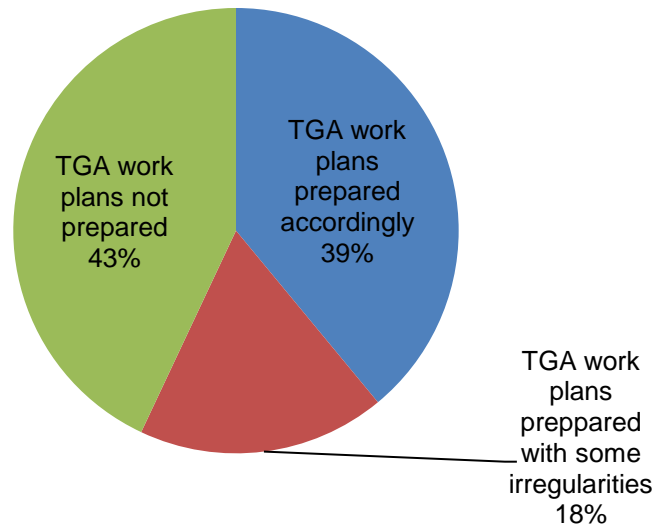
Figure 13(2) TGAs total scores on institution capacity

#### 5.2 TGA functionality

This thematic area narrates the importance of preparing annual work plans as guide for decision making and monitoring of TGA activities. It further stresses inclusiveness of important features like basic TGA activities, budget and expected income “The importance of work plan in field - based activities is like the importance of road networks in the modern economy’ ‘unless you know where you are, you can therefore, understand where you are going” All these wise sayings explain the importance of work plan for any community based development activities. Like in other evaluation thematic areas, specific assessment variables (SAVs) are used to give detailed discussion on the evaluation thematic area. Total TGA scores under this thematic area are presented in figures 28 (1 & 2).

##### 5.2.1 Preparation of TGA annual work plans and beneficial of annual work plan to TGA members

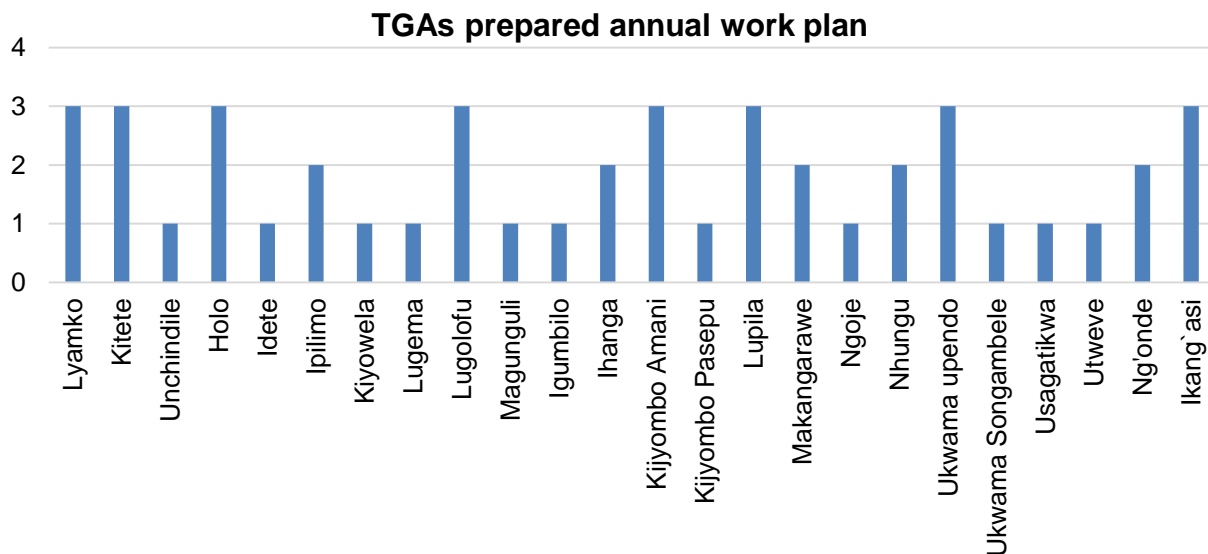
Annual work plans are like yardstick against which, effective implementation of planned activities could be assessed. In views of the above, PFP had been organizing series of training on capacity building to TGA leaders in order to effectively prepare and operationalize the approved annual work plans. The team found that 39% of the TGAs managed to prepare their annual work plans correctly as guided in the TGA administration manual and copied them to PFP and TGA Apex for administration purposes, relatively few TGAs (18%) also managed to prepare their annual work plans but failed to copy them to PFP and TGA Apex for administrative purposes. However, most of the TGAs (43%) failed to prepare them despite of being given some technical training.



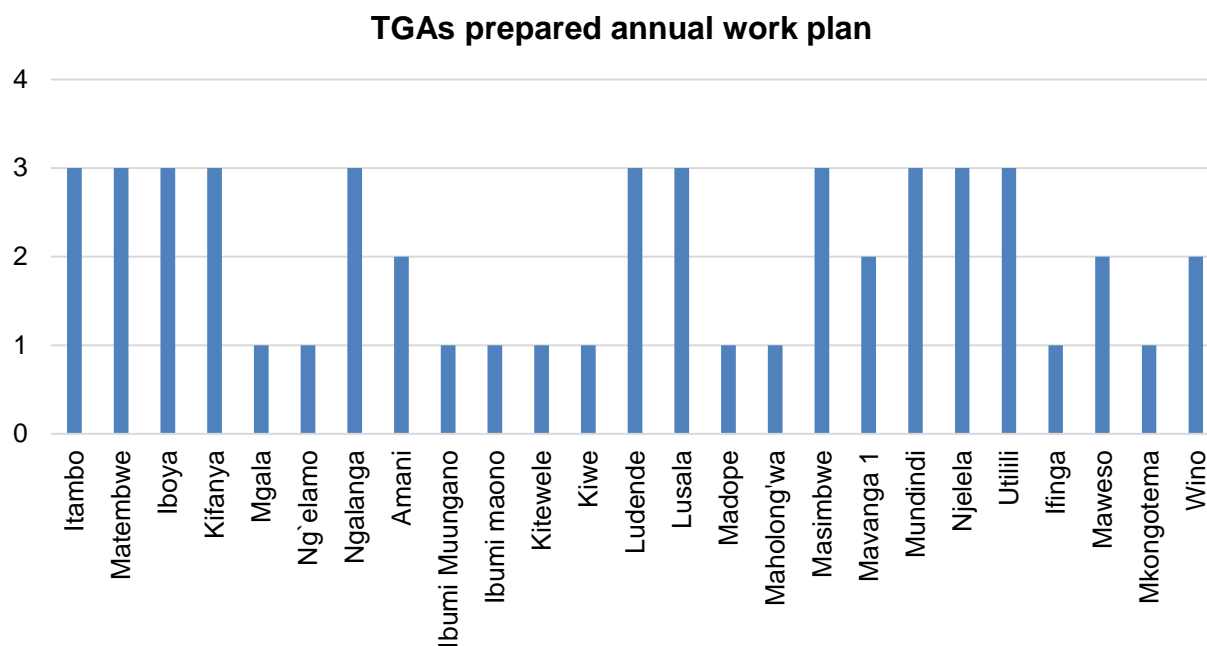
**Figure 14: Cumulative total on ability to prepare annual work plan**

Of those (43%) who failed to prepare their annual work plans members of the FGD said that it was mainly due to laziness and lack of commitments of their TGA leaders whereas, those (18%) who failed to send copies of their annual work plans to PFP and TGA Apex mostly said that they had no clear information on the number of copies needed to be prepared. All in all, the team was convinced that both TGA leaders and TGA facilitators were well informed about the importance and how to prepare annual work plans. Therefore, failures to prepare them probably could be associated with lack of preparedness and general inefficiencies of the responsible office bearers.

TGAs which managed to prepare their annual work plans properly and copied them to PFP and TGA Apex are presented in figures 15 (1 & 2) as clarified by the key in table 3 score number 3. Whereas, those which managed to prepare their annual work plans yet, failed to copy to PFP and TGA Apex are also indicated in figure 15 (1 & 2) as clarified by the key in table 3 but in score number 2. On the other hand, TGAs which failed to prepare their annual work plans due to some reasons are also indicated in figures 15 (1 & 2) as clarified by the key in table 3 but in score number 1.



**Figure 15(1): Effectiveness in preparation of annual work plan per TGA**



**Figure 15(2): Effectiveness in preparation of annual work plan per TGA**

**Table 3: Key on effectiveness in preparation of annual wok plan per TGA**

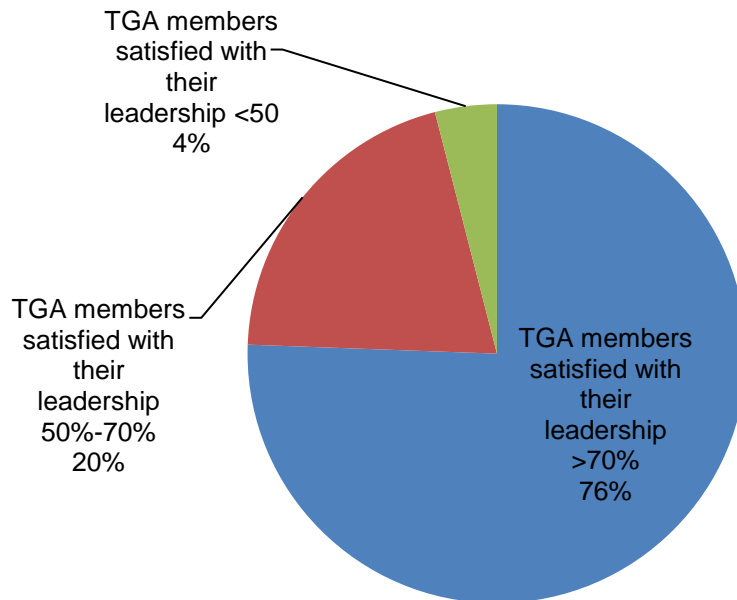
3 scores	TGAs prepared annual work plans correctly and copied to PFP and TGA Apex
2 scores	TGAs prepared annual work plans with some irregularities
1 scores	TGAs failed to prepare annual work plans

The fact that annual work plans are basis for wise decisions– making and activity monitoring, the team has of opinion that in order to make TGA office bearers to be competent in preparation and execution of annual work plans, probably another decentralized (district- based) training should be conducted. During such training, more emphasis should be put on ensuring that all learning processes are owned by TGA leaders as per principle of adult learning.

In participatory monitoring and evaluation of projects, preparation of annual work plans is one thing but implementation of those plans as internal management tool is another thing. On the basis of this reality, PFP wanted to know whether or not the prepared annual work plans are beneficial to TGA members. TGAs (55.1%) which managed to prepare their annual work plans in one way or another, most of them (59.3%) acknowledged that plans were appropriate and over 70% of TGA members were satisfied with them while relatively few TGAs (40.7%) accepted that the prepared annual work plans missed some important features so that less than 70% of the TGA members were satisfied with them. On views of the above, it is important to prepare appropriate annual work plans taking into consideration basic TGA activities, budget and expected income. In most villages, members of FGD appreciated the importance of preparing and following work plans as guides for reaching the determined destinations. Generally, well prepared annual work plans are like benchmarks against which, TGA members could be working towards achieving it at a given time and approved budget.

### 5.2.2 Satisfaction of TGA members with their leadership, TGA admin kit and bank accounts

Leadership skills are very important towards leading the process to success. As such therefore, PFP had been providing training to TGA leaders and TGA facilitators more often in order to lead TGAs more successfully. The team found that in most TGAs (76%) its members acknowledged of being satisfied with leadership of their TGA leaders for above 70%, 20% accepted of being satisfied with leadership of their TGA leaders for above 50% but less than 70% while relatively few TGAs (4.0%) agreed of being satisfied with leadership of their TGA leaders for less than 50%.



**Figure 16: Cumulative satisfaction of TGA members with their leadership for all TGAs**

Human satisfaction is among the important factors which trigger human motivation at any work place. On the basis of the above, it is important for TGA leaders to ensure that TGA members are satisfied with their leaderships. Therefore, all election of TGA leaders and TGA facilitators should be based on clear criteria developed by the programme and in all circumstances, only qualified and people's choice should be given priorities. Probably, the current silent conflicts at Ng'onde village explain better this scenario whereby, there was a clear dissatisfaction of TGA members against the chosen TGA facilitator

TGAs which showed great satisfaction with leadership of their TGA leaders for above 70% are indicated in figures 17 (1 & 2) as clarified by the key in table 4 score number 3. On the other hand, TGAs which showed satisfaction with their TGA leaders for above 50% but less than 70% are also indicated in figures 17 (1 & 2) as clarified by the key in table 4 but in score number 2. Whereas, those which showed satisfaction with their TGA leaders for less than 50% are also shown in figures 17 (1 & 2) as clarified by the key in table 4 but in scores number 1. In Kiyowela and Maholong'wa villages TGA members were less satisfied with leadership of their TGA leaders at that an extent possibly because the former is under extended conflicts between TGA secretary and TGA chairperson on one side while the later, TGA leadership is generally weak because TGA secretary is completely inactive and he has been struggling to resign since then.



### Satisfaction of TGA members with their leadership

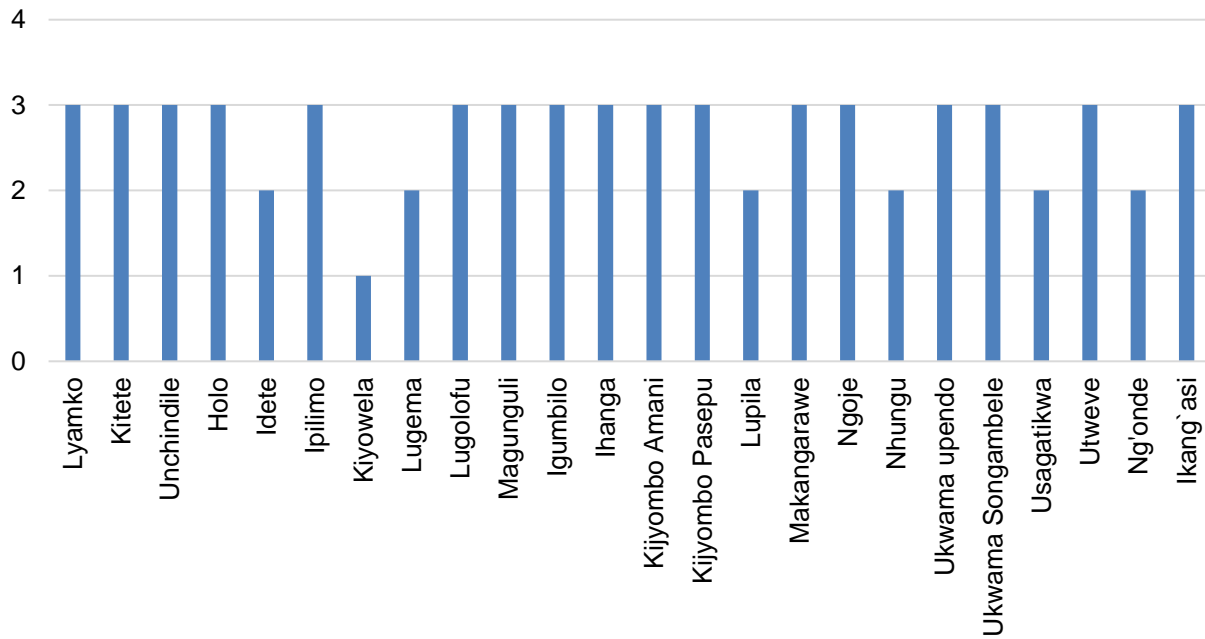


Figure 17(1): Satisfaction of TGA members with their leadership per TGA

### Satisfaction of TGA members with their leadership

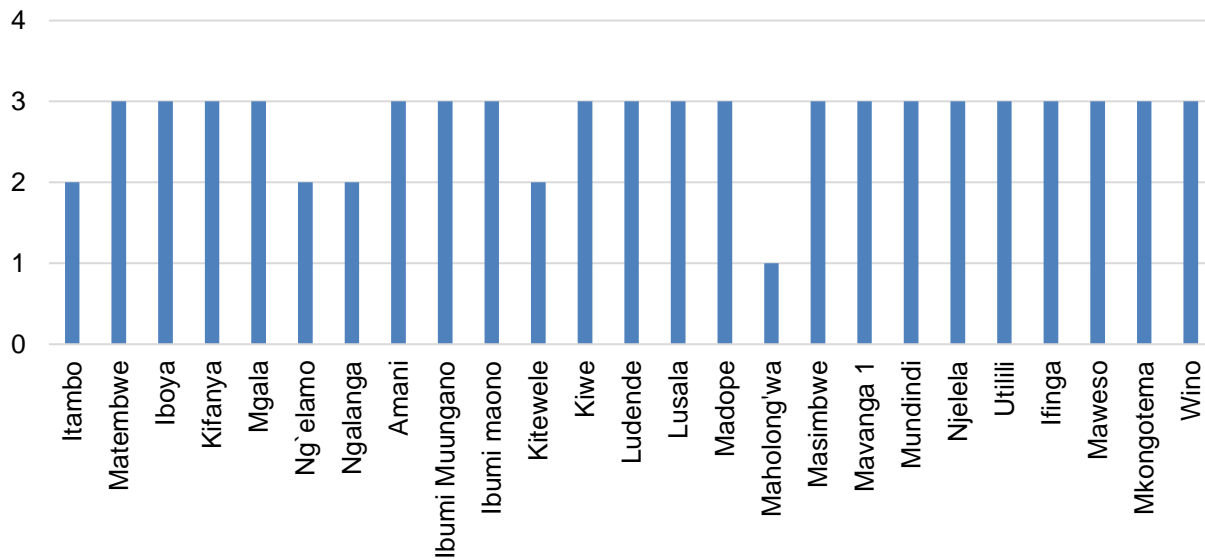


Figure 17 (2): Satisfaction of TGA members with their leadership per TGA

Table 4: Key on satisfaction of TGA members with their leadership per TGA

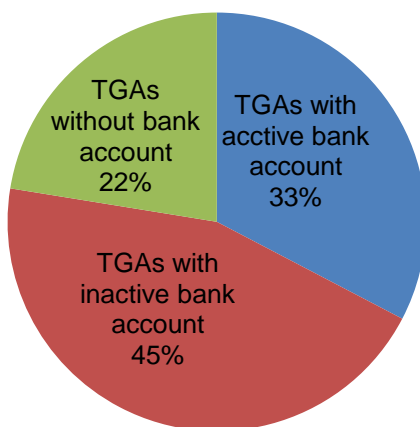
3 Scores	TGA members satisfaction >70%
2 Score	TGA members satisfaction 50%-70%
1 Score	TGA members satisfaction <50%

Proper financial record management is among the prerequisite condition for financial accountability for any effective organization. PFP had been regularly advising all TGAs to maintain proper financial records of their TGAs. In views of the above, the team found that almost all TGAs (98%) had their admin kit being kept in good condition. However, members of the FGD from Ibumi - Muungano assured the evaluation expert that was not given admin kit because their TGA was derived from the mother TGA, Ibumi - Maono.

Depending on availability of office spaces and probably good relationship between TGA leaders and village leaders, in some villages, TGA admin kits were found being kept in village offices while in other villages like Amani and Ludende just to mention few, TGA admin kits were found being kept in their privately hired offices. Whereas, in some TGAs like Wino, Kiwe and Mkongotema, just to mention few, admin kits were found being kept by TGA treasures in their areas of residences. No matter where TGAs admin kits were found being kept, but the most important aspect to consider here is that almost all of them were found being in good condition with all necessary features needed in order to carryout effective office and financial administration.

TGAs administration manual directs that each TGA should have a bank account and must demonstrate good capacity for managing it and keeping properly financial transactions. The team found that TGAs (33%) had active bank accounts meaning they had being used more often when required. However, most of the TGAs (45%) had bank accounts maintained in different commercial banks but not being actively used meaning that they had been used less than once per quarter. Whereas, relatively few TGAs (22%) acknowledged of having no bank accounts although they had been doing different financial transactions.

Opening and operating TGAs bank accounts is vital for sustainable management of community - based finances. TGA bank accounts are important in different ways including ensuring safety and maintaining members' trust that their money is not used personally! In all circumstances, in order to minimize mismanagement of TGAs funds or bleach of trust on good TGA leaders, each TGA therefore must strive to open and maintain TGA bank account.



**Figure 18: Cumulative status on TGAs bank accounts for all TGAs**

TGA which had active bank accounts are presented in figures 19 (1 & 2) as clarified by the key in table 5 score number 3. On the other hand, TGAs with inactive bank accounts are also indicated in figures 19 (1 & 2) as clarified by the key in table 5 score number 2. However, TGAs which had no bank accounts are

also indicated in figures 19 (1 & 2) but being clarified by the key in table 5 scores number 1. However, bank account for Mavanga TGA was suspended after merging three fragmented TGAs into one strong and effective TGA. Therefore, opening of a new TGA bank account will be accomplished after election of new TGA leaders.

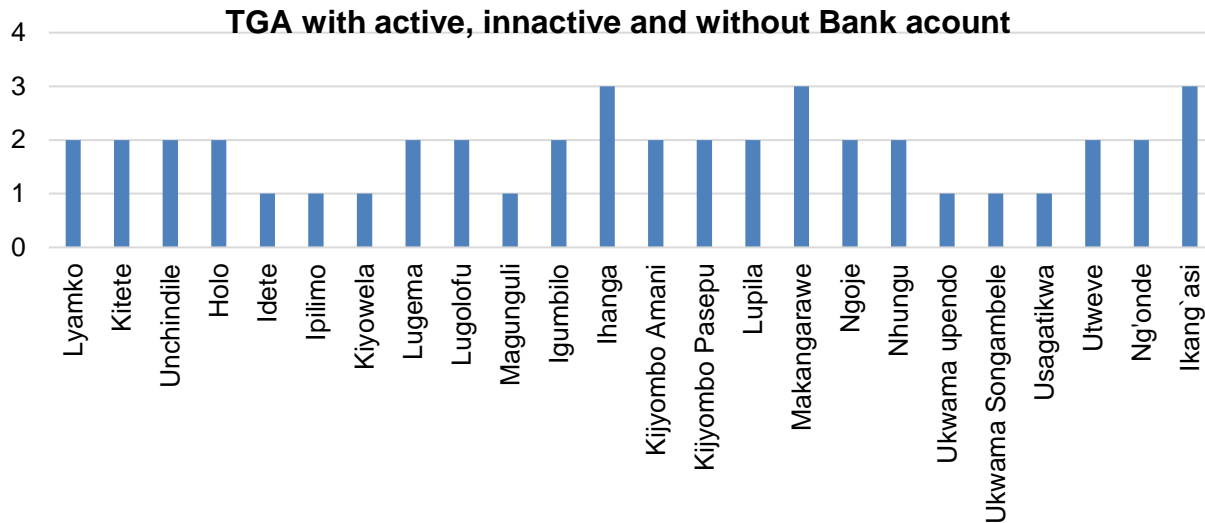


Figure 19(1): Performance of bank accounts per TGA

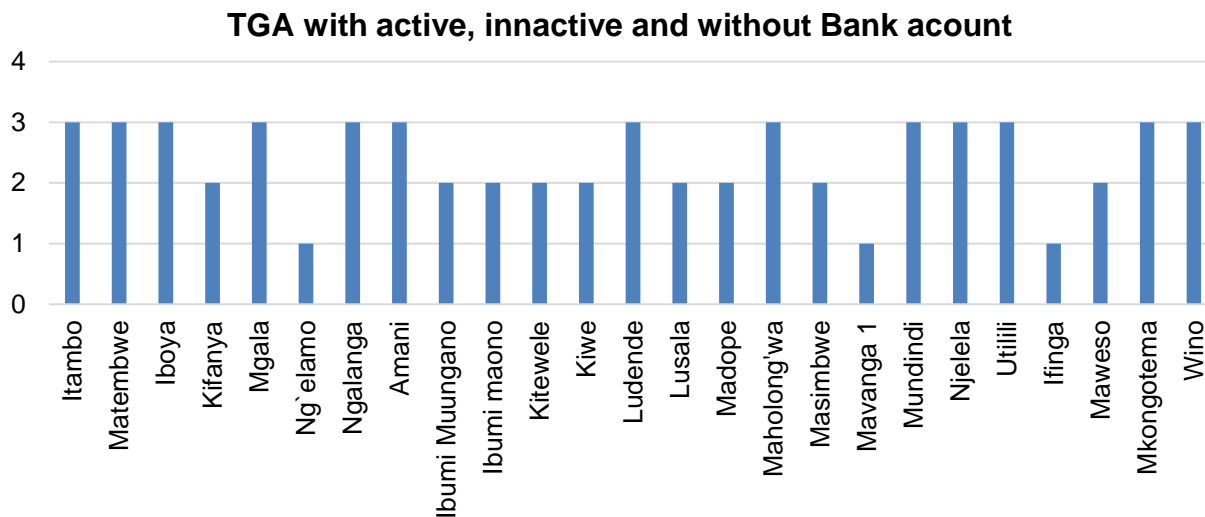


Figure 19 (1): Performance of bank accounts per TGA

Table 5: Key on performance of bank accounts per TGA

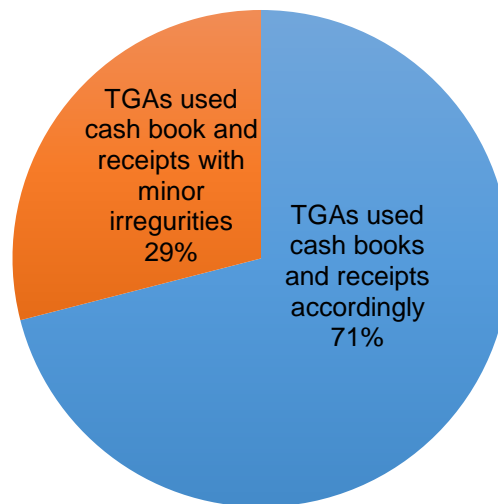
3 Scores	TGAs with active bank accounts
2 Score	TGAs with inactive bank accounts
1 Score	TGAs without bank accounts

### 5.2.3 Transparency on the uses of TGAs bank accounts, cash books and receipts

Generally, all group bank accounts are accessed after complying with the stipulate financial procedures indicated in their constitutions. PFP emphasizes that before using any funds, TGA chairperson, secretary,

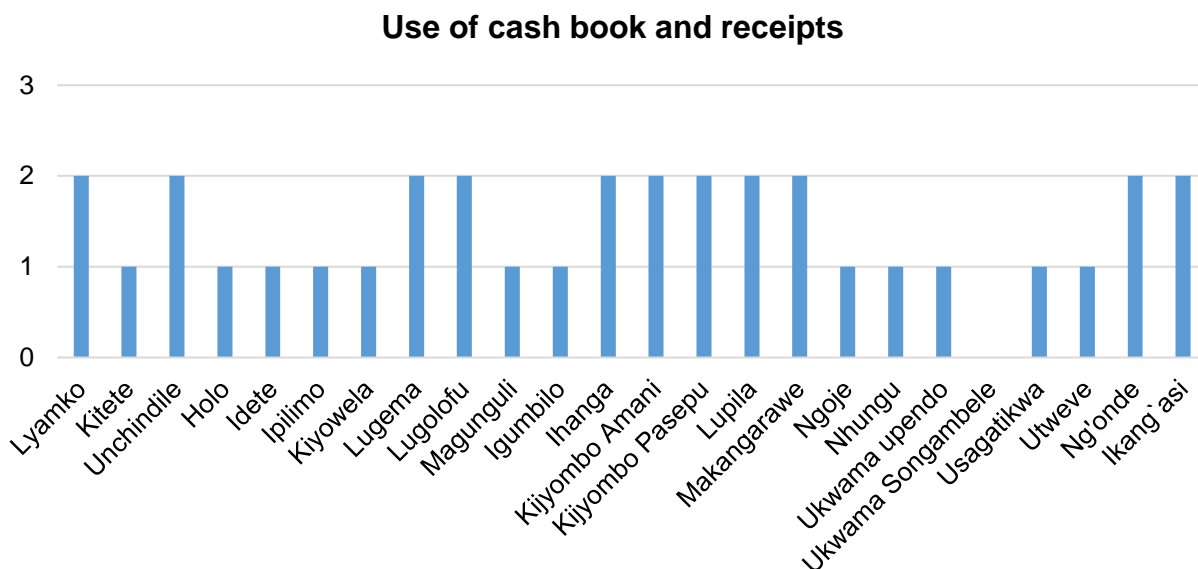
treasurer and any two ordinary members must approve the use of funds. The team found that of those (77.6%) TGAs which have bank accounts, all of them (100%) were found being operating their TGA bank accounts in a transparency manner as guided by PFP. This was the case because TGA leaders (chairperson, secretary and treasurer) and other two ordinary members are required to approve the uses of funds. Normally, transparencies in group matters tend to motivate and give extra confidence to TGA members. Therefore, transparency on the use of TGA funds is very important to be observed if TGAs are to survive.

Cash books and receipts are among the important financial management since they keep evidence for future references. Study revealed that most of the TGAs (71%) were found being keen in the use of cash books and receipts for various financial transactions. Cash books were clearly showing cash in and cash out with respect to particular dates. Similarly, to every fund received or issued out, receipts had been provided accordingly as clearly guided by the programme. Likewise, 29% also had been using cash books and receipts for justifying various income and expenditures committed yet, with slight inconsistencies here and there which need to be improved during normal extension field visits.

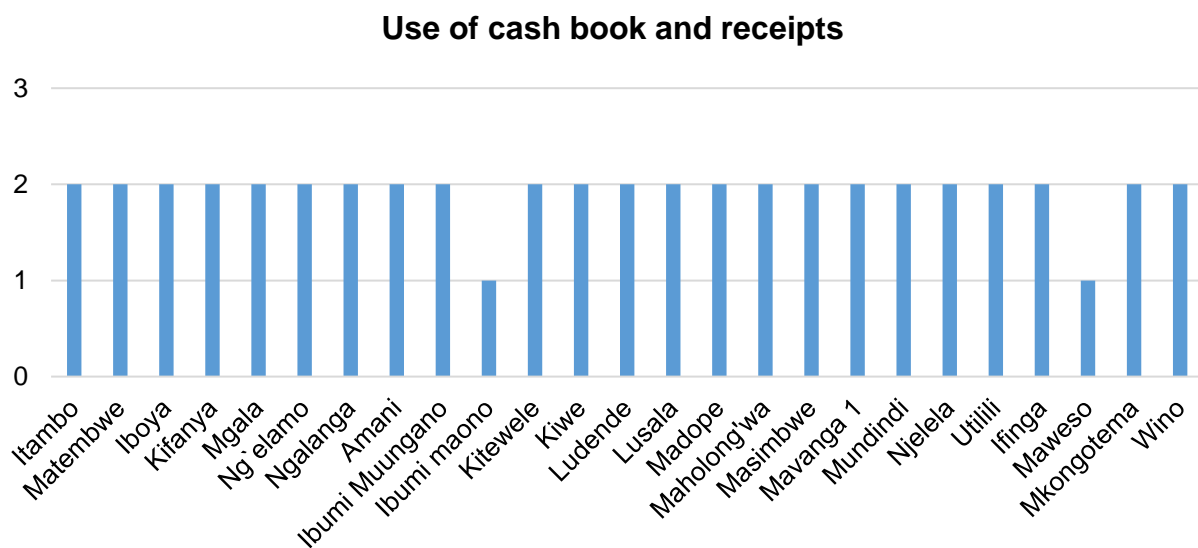


**Figure 20: Cumulative uses of cash book and receipts for all TGAs**

TGAs which were found using cash books and receipts accordingly are indicated in figures 21 (1 & 2) as clarified by the key in table 6 score number 2. Whereas, TGAs which were found using cash books and receipts with some here and there irregularities are also indicated in figures 21 (1 & 2) as clarified by the key in table 6 score number 1.



**Figure 21:(1) Use of cash book and receipts**



**Figure 21(2) Use of cash book and receipts**

**Table 6: Key on uses of cash book and receipts per TGA**

2 scores	TGAs found using cash book and receipts accordingly
1 Scores	TGAs found using cash book and receipt with some minor irregularities

Minor inconsistencies observed under this category included issuing of receipts for the money received from various sources yet, without posting them in the cash book on the same date received. In some circumstances, money issued out for various expenditures were found written correctly in the cash book yet, without being signed by the payee. Nonetheless, the above minor inconsistencies in the use of cash books and receipts observed in some TGAs were highly expected mainly due to lack of confidence of some responsible office bearers. Generally speaking, the above observed inconsistencies are termed as

minor ones because could be corrected timely through normal extension visits without necessarily conducting formal training for the office bearers.

#### **5.2.4 Appropriate uses of vouchers and TGA membership fees**

Like cash books and receipts, vouchers are also very important accounting documents which need to be used consistently and where required. PFP has been consistently requesting all TGA leaders to use all accounting documents effectively. Most of the TGAs (66.7%) were found using vouchers appropriately, 33.3% also were found using vouchers yet, with some here and there minor inconsistencies. However, there was no any TGA which was found using vouchers for wrong purposes. As mention above, the observed minor inconsistencies could be internalized through normal field visits without necessarily conducting formal training for TGA office bearers. All the time, TGA leaders had been advised to keep on using vouchers, cash books and receipts not only for keeping their TGAs financial status intact but also for making TGA members to keep on believing that their money are wisely spent.

For proper accounting procedures, payment vouchers need to be prepared in three copies prior to be signed by high authorities. The original paper must remain in the treasurer office, the first copy should be attached to the payment cheque and taken by the customer to the bank and the second copy is a file copy which normally remains in the voucher book.

If well collected and managed, TGA membership fees including entry and annual membership fees could be among the amicable sources of income for most TGAs. Of those TGAs (98%) which have constitutions, all of them (100%) their constitutions clearly mention the above membership fees and also define when actually should be collected. Ng'elamo (2.0%) was the only TGA which had no constitution though TGA leaders were collecting different TGA membership fees as stated above. Despite the facts that most TGA constitutions are relatively structured with important aspects yet, the need for reviewing them in order to accommodate emerging socio-economic and environmental issues remain vital.

#### **5.2.5 Effectiveness in collection of TGA membership fees for year 2017 and other fines and fees**

Putting in place constitutions which define various fees including entry and membership fees which must be paid by TGA members is one thing. However, putting in place strategies for ensuring that those legal membership fees are paid timely is another thing. In order to ensure that TGA leaders get extra skills in motivating TGA members so as to pay their membership fees cordially and timely, PFP had been providing structured training on extension for change and community inspiration techniques for extension officers, TGA leaders and VFMTs. However, during this evaluation, Wino (2.0%) was the only TGA which claimed that all its TGA members (100%) managed to pay all their membership fees for the year 2017. It was also learnt that 38.8% TGAs claimed over 50% of its members managed to pay their membership fees for last year. On the other hand, most of the TGAs (59.2%) admitted that less than 50% of its members paid their membership fees for last year.

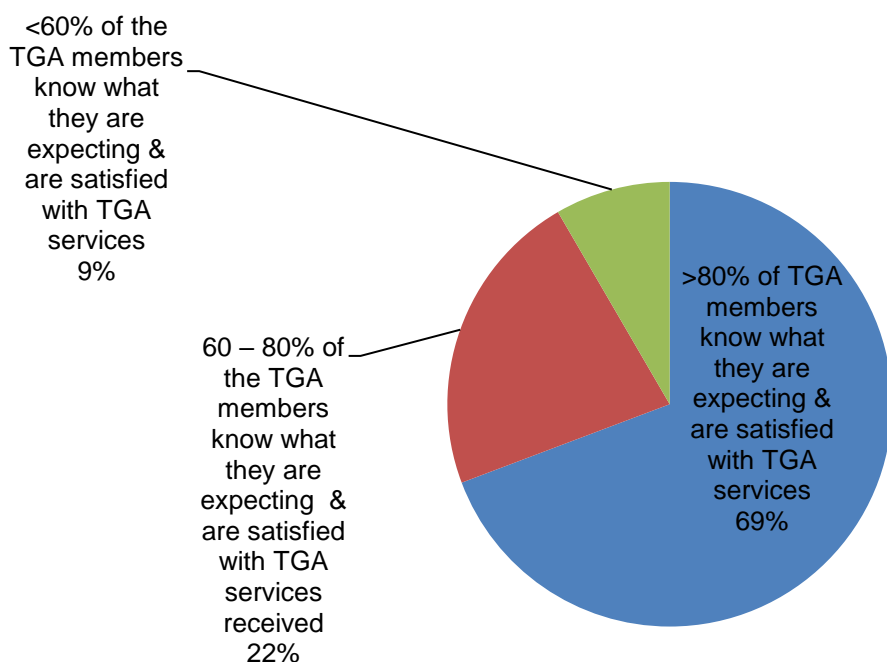
Proper functioning of TGAs as associations of determined people among other things depend on availability of revenue for fulfilling important TGAs expenditures. As stated above, TGA entry and annual membership fees is among the reliable sources of revenue for most TGAs if and only if collected effectively and managed properly. TGA leaders should be reminded here and there in order to ensure that TGA members are well inspired in order to fully pay their TGA membership fees. This is possible to be done under field condition because most of the TGA leaders if not all, had been trained on institutional capacity building, extension for change and community motivation techniques.

Apart from collection of membership fees, the programme also wanted to be informed on the status of collection of defined fines and others fees. The team found that most of the TGAs (91.7%) apart from having entry and annual membership fees also had other fees and fines including for joining and misconduct respectively. However, relatively few TGAs (8.2%) namely Mgala, Lusala, Holo and Idete missed some important fees and fines. Ng'elamo was the only TGA which had no defined fees or fines probably due to the absence of operative constitution.

If the organization is to operate normally, it is important to put in place mechanisms for rewarding members who are doing their responsibilities accordingly and equally important, penalizing whoever goes contrary to the agreed constitution. This result therefore, reminds the programme on the need for facilitating TGAs constitutions review meetings in order to accommodate emerging issues including putting in place other fines and fees which probably were overlooked in the first drafts of TGA constitutions. On the course of gap filling, care must be taken in order to avoid imposing of fines and fees from the above. The best platform however, in filling the identified gaps in TGAs constitutions will be during TGAs general meetings. TGAs general meetings bring all TGA members together and a conscious reached will be felt by all members through one voice.

### 5.2.6 TGA members' expectations and satisfactions on services received

TGAs provide numerous services to their members in order to engage effectively in tree planting and management activities. PFP wanted to get feedback on whether or not TGAs members know exactly what to expect from their membership and indeed, to understand if they are satisfied with the TGA services received. It was very interesting to learn that in most of the evaluated villages, members of FGD on behalf of TGA members know exactly what they are expecting to get in terms of services and possibly materials support from their TGA leaders. Most of the TGAs (69%) confirmed that over 80% of their members know what they are expecting and are satisfied with TGA services, 22% confirmed that about 60 – 80% of their members know what they are expecting and are satisfied with the TGA services received whereas, relatively very few TGAs (9%) namely Kiyjombo Pasepu, Kiyjombo Amani, Ikang'asi and Kifanya said that less than 60% of their members know what they are expecting and are satisfied with TGA services.



**Figure 22: TGA members' expectations and satisfactions on services received**

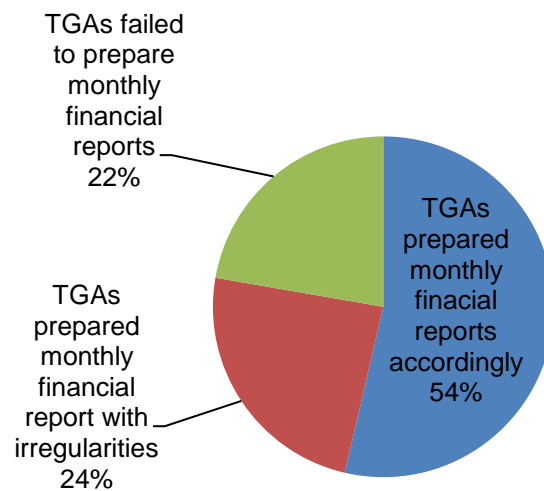
In views of the above, if TGA leader are going to work more skillfully and honestly indirectly, TGA members will be satisfied with their services and hence, commitment among TGA members on woodlot management will be increased. Probably it could be wise to find out some reasons which are contributing to relatively low satisfaction of TGA members in the above list villages.

### 5.2.7 TGAs monthly and annual TGAs financial reports

Monthly financial reports are important financial administration document which should be prepared by all TGAs following clearly guideline indicated in the TGAs administration manual. Among other important

items it should show income, expenses, budget, actual and differences. Well prepared and realistic monthly financial reports show health status of TGAs financially. As such therefore, net revenue obtained per month could be used for projecting the expected revenue for a particular TGA for the year around.

The team found that most TGAs (50%) had their financial monthly reports prepared, approved and minutes available for futures references, 26% had their monthly financial reports prepared yet, with severe inconsistencies including lack of approval and keeping copies of minutes. On the other hand, relatively few TGAs (24%) confirmed of not preparing monthly financial reports. It was learnt that most of them failed to prepare their monthly financial reports due to laziness and lack of commitments than lacking of technical capacity on how to make them happening. In views of the above, since almost all TGA leaders had been trained on financial management matters and record keeping, it is high time now for them to show that they are capable of working effectively and efficiently with less dependence from external pushing.



**Figure 23: TGA monthly financial report**

TGAs which were found being capable of preparing monthly financial reports accordingly are presented in 24 (1 & 2) as clarified by the key in table 7 scores number 3. Whereas, TGAs which had been preparing monthly financial reports yet, with some irregularities are also presented in figures 24 (1 & 2) as clarified by the key in table 7 but in scores number 2. However, TGAs which had been failing to prepared monthly financial reports for different reasons including lack of preparedness of TGA leaders are also presented in figures 24 (1 & 2) as clarified by the key in table 7 but in scores number 1.



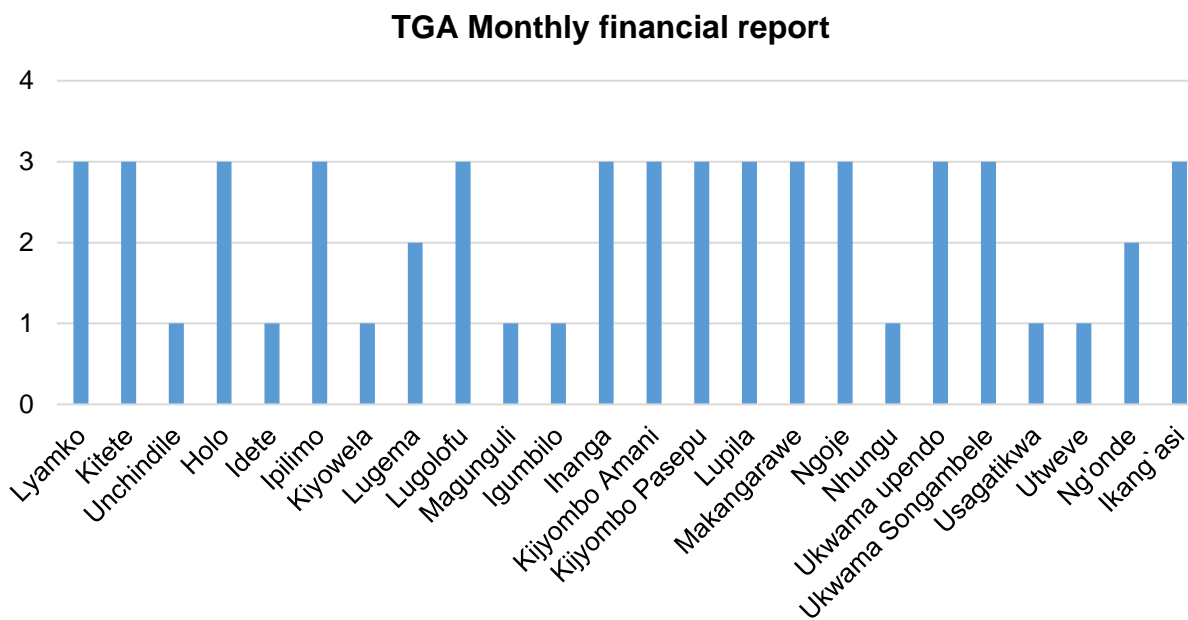


Figure 24(1): Status on preparation of TGA monthly reports

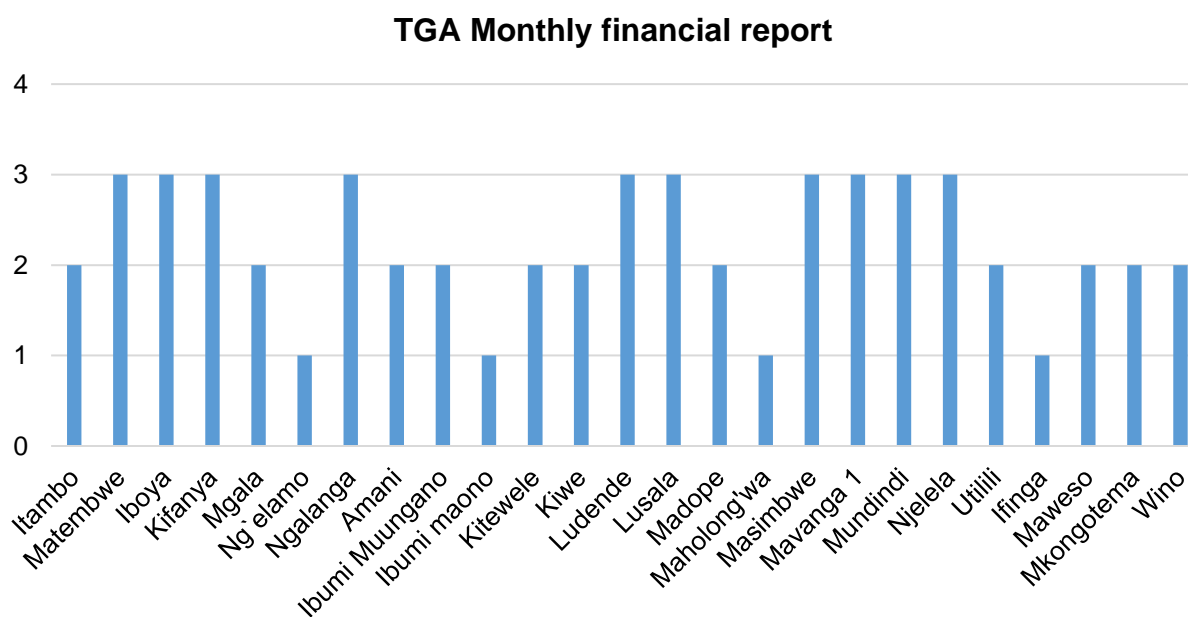
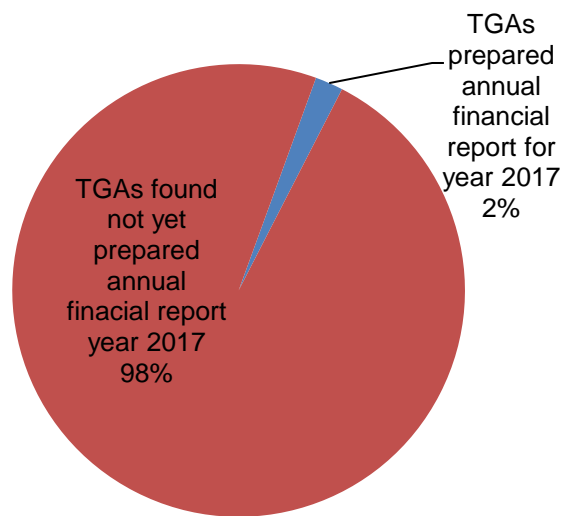


Figure 24(1): Status on preparation of TGA monthly reports

Table 7: Key on preparation of TGA monthly reports

3 Scores	TGAs prepared monthly financial reports accordingly
2 Scores	TGAs prepared monthly reports with some irregularities
1 Scores	TGAs failed to prepare monthly reports

Well prepared and approved annual financial reports are very important documents for monitoring and evaluating of TGAs financial performances. During financial evaluation, TGA members could be striving to understand whether or not the planned activities were achieved with the approved budget. Outcomes of well-prepared annual financial reports could include lesson learnt on the course of implementation, accountability or improved TGA financial management and reporting. During this evaluation it was found that Lupila (2.0%) was the only TGAs which had already prepared its annual financial report for year 2017 with approval from respective authorities including attaching relevant copies of meeting minutes. As usual, annual financial report for Lupila village was read louder before the TGA members during the annual meeting before being approved as true TGA document. However, most of the TGAs (98%) were yet, to prepare their annual finance reports for the year 2017.



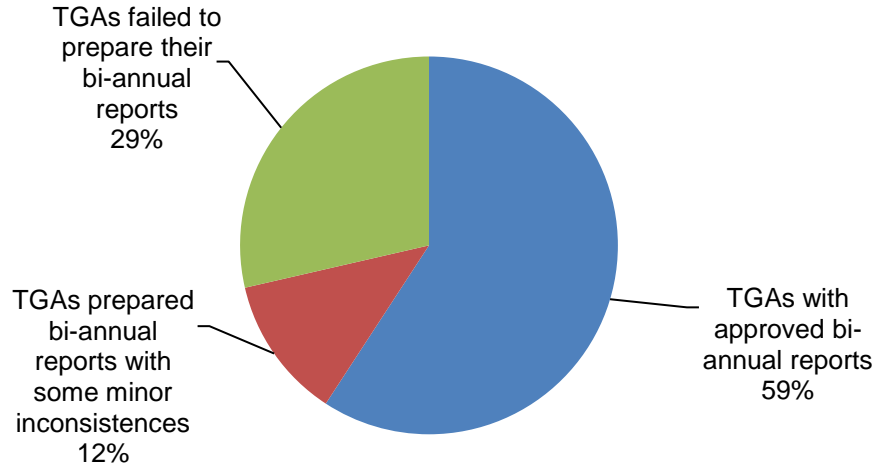
**Figure 25: TGAs annual financial report**

Evaluation team however, is confident that probably for the period of submitting this report; more TGAs had been already prepared and submitted their annual financial reports. This is apparent because in according to the TGAs administration manual, annual meetings for closing the old year should be done during the last week of the first month. This evaluation however, was concluded during the second week of the first month meaning year 2018, leaving away one good week before meeting the set-aside deadline.

Nonetheless, TGA leaders should be constantly reminded no matter how often in order to fulfill their key responsibilities including preparation of annual financial report timely and keenly. As explained above, annual financial reports bridge between TGA leaders and TGA members. For example, if TGA members will be satisfied with the annual financial reports, indirectly this implies that they will be also satisfied with services offered by TGA leaders and hence, more commitment to action will be increased.

**5.2.8 TGAs bi-annual and annual reports**

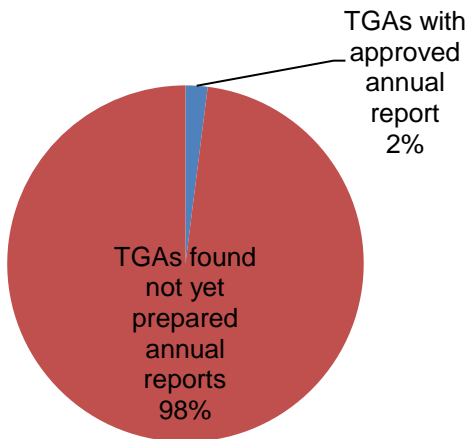
Most of the TGA (59.2%) had approved bi-annual reports and minutes available for references, relatively few TGAs (12.2%) had already prepared their bi-annual reports but with some minor inconsistencies including lack of approval and not keeping relevant minutes. However, 28.6 % TGAs failed to prepare their bi-annual reports for the year 2017. TGAs bi-annual reports like bi-annual meetings are very important platform for evaluation of the progress made for the last six implementation months and technically planning TGA activities for the coming six months. As such therefore, it is very important to be held as clearly guided in TGAs administration manual. Of those which failed to prepare bi-annual reports had no convincing reasons except lack of preparedness of some TGA leaders. This situation probably needs to be looked with big eyes because reports are official means of communication between TGA leaders, TGA members and other important stakeholders. Therefore, lack of reports means lack of formal communication among and between woodlots establishment and management and stakeholders.



**Figure 26: TGAs bi-annual report**

Villages which had approved bi-annual reports with available minutes included Madope, Lupila, Kijombo – Pasepu, Masimbwe, Kijyombo – Amani, Mgala, Utilili, Lusala, Matambwe, Ngalanga, Kifanya, Ludende, Mavanga, Wino, Makangalawe, Mundindi, Ibumi – Muungano, Amani, Kitete, Holo, Ukwama – Upendo, Ukwama Songambebe, Ihangana, Nhungu, Ngoje, Ng’onde, Iplimo, Lugolofu and Lyamko. Villages which prepared their bi-annual reports yet with some inconsistencies included Utweve, Itambo, Kitewebe, Maweso, Mkongotema and Ifinga. On the other hand, villages which failed to prepare bi-annual reports included Igumbilo, Ng’elamo, Ikang’asi, Iboya, Ibumi- Maono, Maholong’wa, Kiwe, Usagatikwa, Lugema, Kiyowela, Magunguli, Nhungu, Idete and Uchindile.

Technically, after conducting any management meeting it is a must to prepare meeting minutes and get approved by relevant authorities. Equally important, in order for TGA reports to be used as official documents for future references need to be prepared as per agreed format and thereafter, be approved by appropriate authorities. PFP had been all the time advising all TGA leaders to abide to the guideline provided. On views of the above, the team found that at the time when this evaluation was concluded on 10<sup>th</sup> January, 2018, Lupila (2.0%) was the only village which had approved annual TGA report. The rest TGAs (98.0%) were yet to prepare their annual reports. More TGAs were yet to prepare annual reports probably due to good reasons given above in sub-section 5.2.7.



**Figure 27: TGAs annual report**

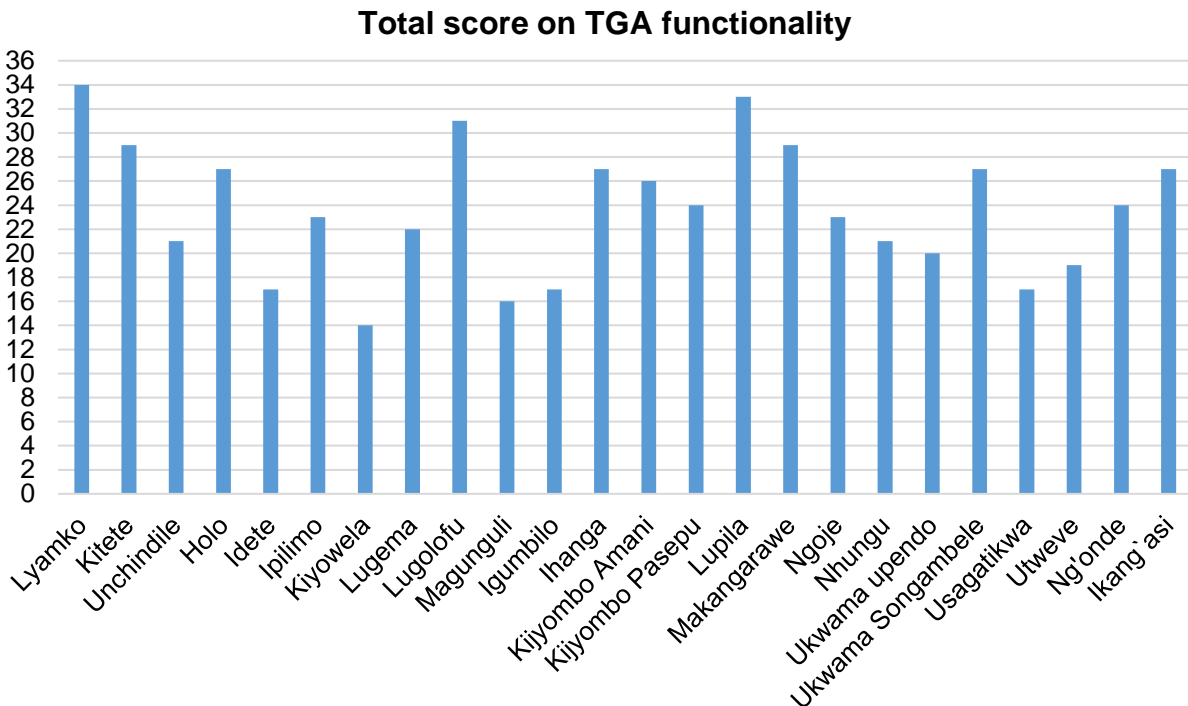
### 5.2.9 TGAs merging process and collaboration with other development stakeholders

With exception of Mavanga, Ukwama, Kijyomba and Ibumi villages which have more than one TGA, the rest villages had been operating under one TGA. The programme’s idea on merging fragmented TGAs per village into one effective and institutionally built TGA is very imperative particularly at this time when the programme is gradually building capacities of TGAs in order to be managed with less assistance from external people. Mavanga village which previously had been managed under three fragmented TGAs, its members agreed cordially to join together and form one strong TGA. However, the same idea was not possible for Ukwama and Kijyomba villages due to different reasons including determination of TGA members to continue working independently in order to achieve their objectives. . Whereas, for Ibumi village, big separation distance from Ibumi – Muungano to Ibumi – Maono justifies that the two TGAs should continue to be treated as independent TGAs. On views of the above, the team congratulates much the decisions made by PFP for allowing the above TGAs to continue working as independent institutions in one village as longer as there are no reported uncontrollable inter-groups conflicts which are likely to jeopardize their effectiveness. Managing and taking care for people’s differences, likes and dislikes is a clear indicator of maturity and respect.

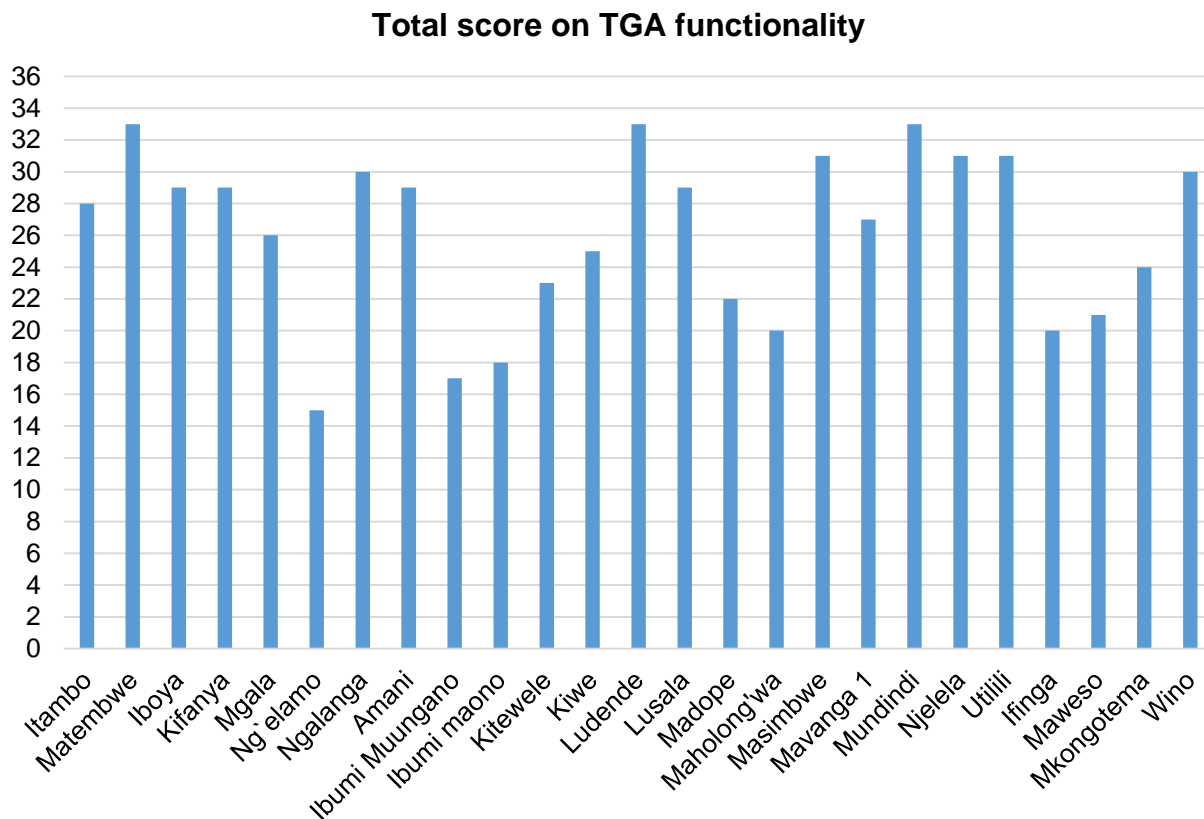
Collaboration between and among other development stakeholders is considered as an effective way for resource leveling (wise use of resources) as well as distribution of responsibilities and associated risks. The team found that most of the TGAs (91.8%) had been cordially involving schools, NGOs, CBOs and religious organizations in TGA activities and yet, no TGAs roles, goals and objectives which had been compromised. Relatively few TGAs (4.1 %) confirmed that plans to involve them had not been fruitful. However, (4.1%) TGAs confirmed that they had no plan to involve them. Depending on other factors like land availability and willingness to participate, inclusion of other development stakeholders in TGA activities sound as being a good idea particularly in sharing of skills, experiences and togetherness during fire prevention and control. However, such opportunities should only be extended to institutions and organization whose objectives are not conflicting with TGA objectives.

### 5.2.10 Overall scores on TGA functionality

Overall score on TGAs functionality are presented in figures 28 (1 & 2).



**Figure 28(1): Total scores on TGA functionality**



**Figure 28(2) Total scores on TGA functionality**

### 5.3 Technical ability and equipment

The fact that TGAs have received a series of training on woodlots establishment and management as well as fire prevention and control, it was therefore relevant to check if the training gained had been translated well on the ground as regularly advised by the programme. This thematic area is being evaluated by using four specific assessment variable (SAVs) namely land preparation in advance prior to planting, pitting, blanking and weeding. Total TGAs scores under this thematic area are presented in figures 36 (1 & 2).

#### 5.3.1. Land preparation prior to planting

Land preparation prior to planting is among the important silvicultural practices which assure early seedlings survival due to less competition from unwanted weeds and creation of good rooting environment. It could be done through bush clearing, slashing, tillage or through application of herbicides. As part of the woodlots establishment policy, PFP emphasizes that TGA members wishing to plant seedlings for the coming planting season should fulfill this important condition. In this assignment, a total of 49 TGAs were evaluated out of which, 65.3% participate in tree planting for 2017/2018 planting season. From this total, most of them (56.3%) were found already started land preparation which actually, differed significantly from one TGA to another depending on different factors including TGA institutional management stability and types of vegetation to be cleared.

TGAs which were found already started or continuing with land preparation included Kitete, Ihangwa, Ipilimo, Njelela, Kiteweke, Mavanga, Kiwe, Maweso, Mkongotema, Wino, Ifinga, Makangalawe, Mundindi, Usagatikwa, Madope, Utilili, Iboya and Amani. Similarly, TGAs which were found continuing with land preparation were also making pitting concurrently. On the other hand, TGAs which were found not yet

started land preparation included Idete, Uchindile, Lyamko, Ibumi – Maono, Ibumi- Muungano, Lupila, Igumbilo, Kijyombo – Pasepu, Masimbwe, Kijyombo – Amani, Ikang’asi, Itambo, Mgala and Kifanya.

Generally, timely land preparation is very important silvicultural activity to be done before the onset planting season. This is important because proper land preparation prior to planting season prevents poor seedlings performance; reduces unnecessarily seedlings mortality and reduce unnecessarily damages and wastages. Thus, TGAs leaders should always be in the forefront in inspiring TGA members to effectively prepare their plots before the onset planting season.

### **5.3.2 Blanking practices**

Seedlings mortality after planting is a normal phenomenon in silvicultural point of view. However, in order to maintain the desired number of stems per hectare, always blanking (beating up) had been made so as to replace the dead seedlings. PFP has been doing this important exercise to different TGAs just some few weeks after planting. TGAs (87.8%) which planted seedlings during 2016/2017 planting seasons, relatively few (21%) acknowledged of receiving some seedlings from PFP for making beating –up. Lusala (2.3%) was the only TGA which acknowledged of making beating –up by using seedlings from their own sources. However, the majority (76.7%) said beating – up was not done in their villages.

Villages which performed beating – up by using seedlings from PFP included Njelela, Mkongotema, Mavanga, Mundindi, Maweso, Wino, Ifinga Iboya and Madope. Despite the fact that beating – up is needed in order to maintain the optimal number of stems per hectare but its practical implementation under the field condition was found being very challenging in a number of ways. For example, it was difficult for extension officer to verifying the actual number of planting stock required per village and hence per his/her areas of influence. Some less faithfully TGA members had been using this loophole to request for big number of seedlings for making beating – up than the actual amount needed. Surplus seedlings had been used for planting in their private farms which probably are difficult to be traced by the programme when the need arises particularly during survival count. Nonetheless, decisions made by Lusala TGA for looking seedling for making beating – up from their own sources need to be acknowledged.

### **5.3.3 Status of weeding**

Weeding is very important silvicultural practice if commercial tree planting is to be achieved. In ensuring of its effective implementation on the ground, since 2016 to date, PFP has been conducting training and community awareness campaign on fire prevention and control. Fire prevention mainly had been focusing on preparation of both internal and external main fire breaks in order to reduce fire outbreak risks. On the other hand, spot and slash weeding had been carried out as clearly shown on woodlots management calendar in order to enhance seedlings performance.



**Figure 29: External firebreak at Mavanga village**



**Figure 30: Internal firebreak at Kifanya village**

Field observations trend in many evaluated villages established that villages with good field performances be it on land preparation or weeding also had good performance on other supportive thematic areas namely institutional capacity, TGA functionality, and support from PFP. For example, Mundindi TGA just to mention few with good leadership who discuss progress and constraints faced during monthly meeting, members are well motivated to perform various woodlots management practices including weeding as clearly stipulated in woodlots management calendar. Therefore, this correlation explains the need for continued building strong TGAs reasonably before summative evaluation



**Figure 31: Spot and slash weeding at Mundindi village**

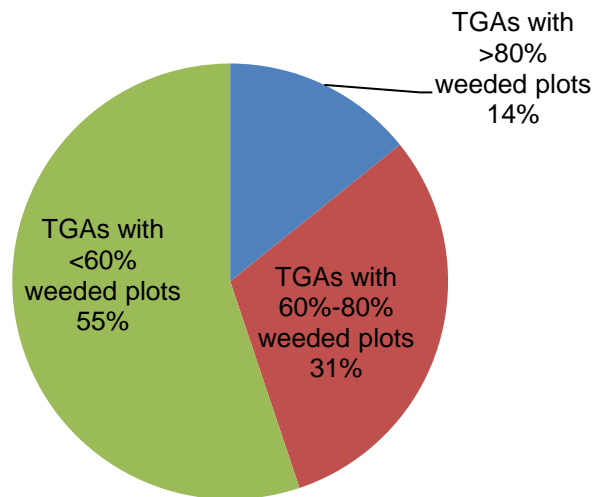


**Figure 32: Spot weeding at Amani village**



**Figure 33: Spot and slash weeding Ludende**

Relatively few TGAs (14%) confirmed that over 80% of the plots had been weeded through spot and slash, 31% confirmed that about 60 – 80% plots either had spot or slash weeding. However, most of the TGAs (55%) confirmed that number of plots weeded were far less than 60%. Since PFP has organized a number of repetitive training and awareness on the importance of weeding to all TGAs, it was therefore expected that percentage of TGAs with plots being weeded over 80% would have been increased. Yes, TGA members like other adult people elsewhere, have a number of obligations including taking care for agricultural products and family matters but TGA leaders and members should put more extra efforts in weeding in order for the philosophy of commercial tree planting to be practically realized on the ground.



**Figure 34: Cumulative status of weeding for all TGAs**



The team however, found extraordinary performance on weeding at Mundindi, Njelela, Ludende and Mavanga villages. During FGD process determination of TGA members was very positive all the time an indicator that probably TGA members are ready to work extra hard today for a better tomorrow. For example, at Mundindi and Njelela villages, spot and slash weeded plots created good sceneries for watching! Nonetheless, since we are really aiming at implementing commercial tree planting unlike the traditional one, probably, it is very importance for TGA leaders to keep on reminding and influencing TGA members to cordially and actively participate in woodlots management particularly weeding as clearly guided in PFP woodlots management calendar.

TGAs found with weeded plots greater than 80% are indicated in figures 35 (1 & 2) as clarified by the key in table 8 scores number 3. Whereas, TGAs found with weeded plots between 60% - 80% are also shown in figures 35 (1 & 2) as clarified by the key in table 8 but scores number 2. However, TGAs found with weeded plots less than 60% are also presented in figures 35 (1 & 2) as clarified by the key in table 8 but in scores number 1.

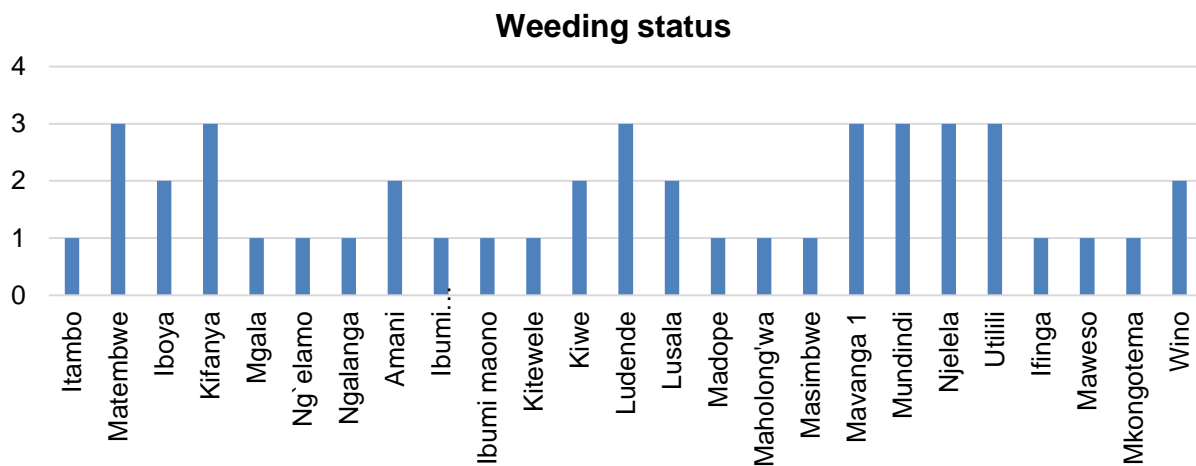
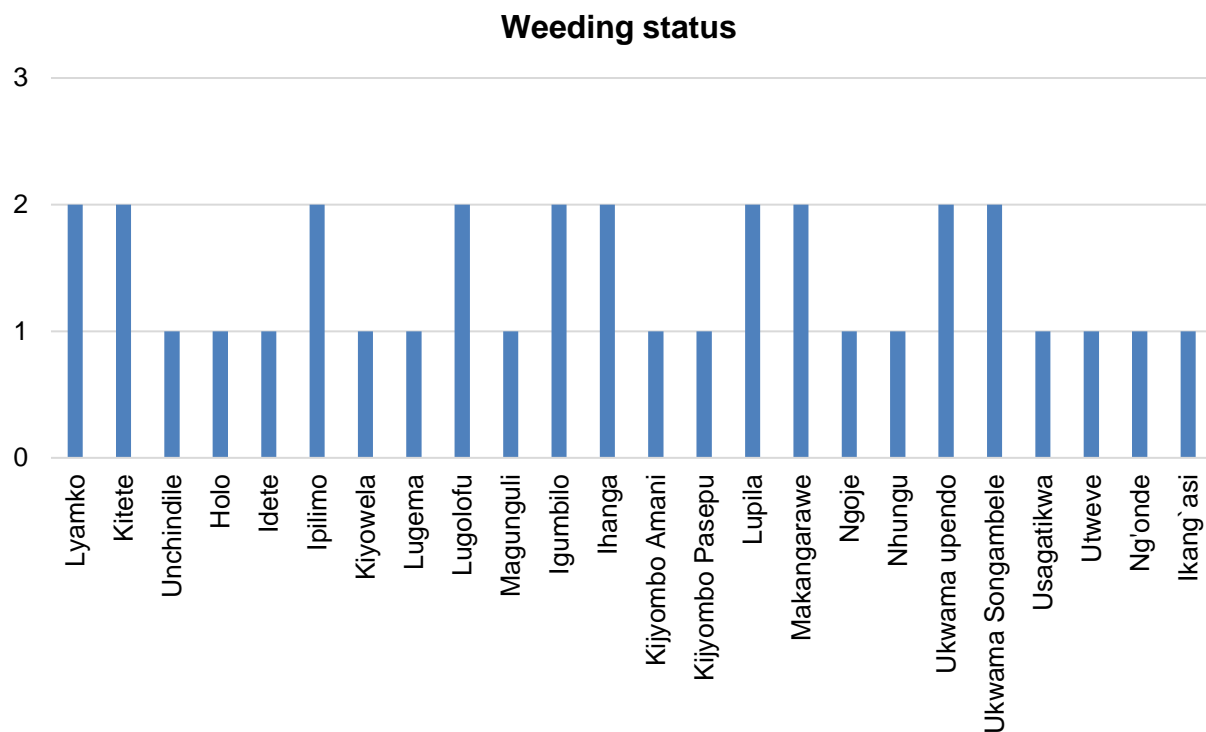


Figure 35(1): Weeding status per TGA



**Figure 35 (2): Weeding status per TGA**

**Table 8: Key on status of weeding per TGA**

3 Scores	Over 80% weeded plots
2 Score	60-80% weeded plots
1 Score	<60% weeded plots

#### **5.3.4 TGAs total scores on technical ability and equipment**

TGAs total scores on technical ability and equipmnet are presented in figures 36 (1 & 2).

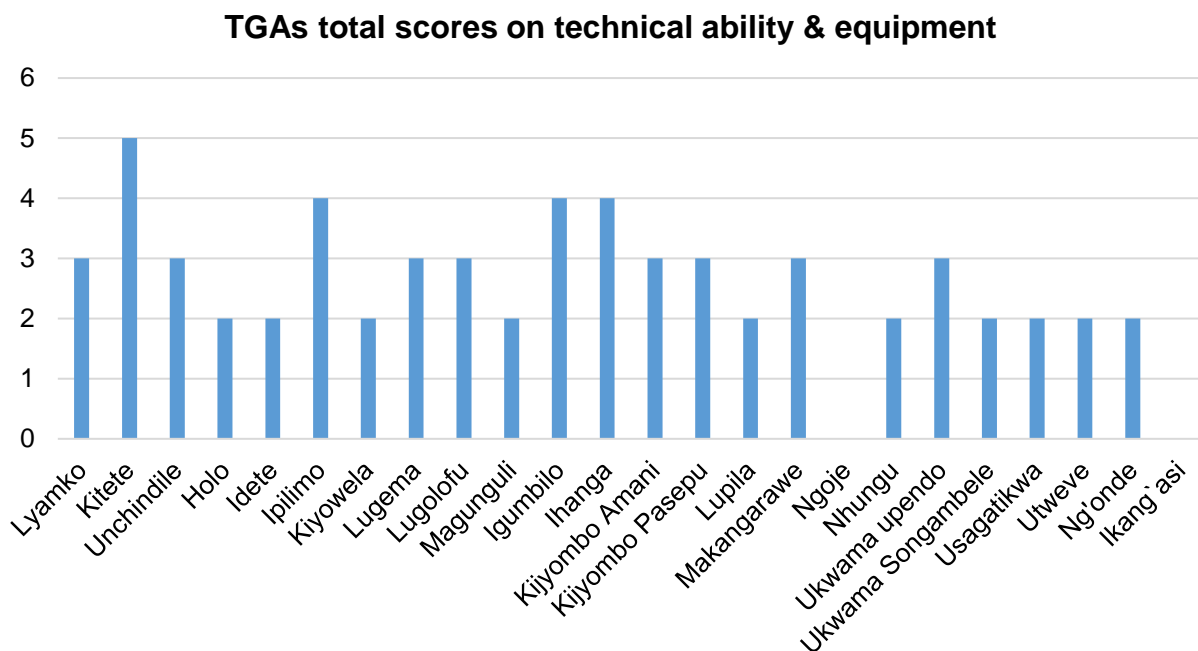


Figure 36(1): Total scores on technical ability and equipment

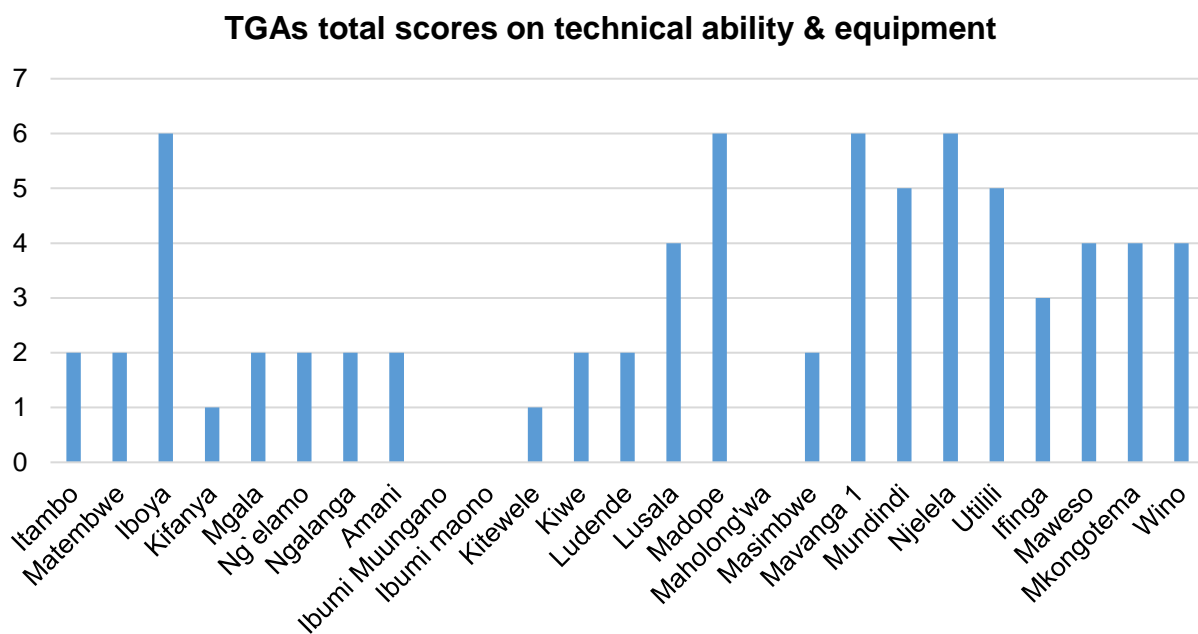


Figure 36 (2) Total scores on technical ability and equipment

#### 5.4 Support from PFP

This is the last (evaluation thematic area. In order for TGA members to plant trees more profitably so as to increase household income, PFP provides a range of supports to TGAs including provision of high quality seedlings, extension services, training and capacity building as well as provision of working tools and equipment just to mention but few. Total evaluation scores for all villages under this thematic area are presented as figures 38 (1 & 2).

#### **5.4.1 Presence of extension officers in villages**

Most of the TGAs (75.5%) agreed that they are getting services from extension officers while relatively few TGAs (24.5%) confessed of not getting services from extension officers. Of those, which acknowledged of not getting services from extension officers yet, being in the forefront for implementation different TGA activities included Nhungu, Ngonje, Ng'onde, Lyamko, Ikang'asi, Itambo, Mgala, Matembwe, Iboya, Kifanya, Ludende and Maholong'wa. It was however, very interesting to see that TGA activities were being carried out as per PFP calendar even in villages without being frequently visited by extension officers. This sound more practical particularly, at this time when the programme is gradually implementing strategies of making sure that TGAs stand for their own feet. In the science tree nursery management the wise decision taken by the programme to reduce gradually dependence of TGAs before summative evaluation technically is an acceptable idea because it is like toughening seedlings shortly before planting period.

#### **5.4.2 Satisfaction of TGA leaders and members on services offered by Eos and extension officers visit**

TGAs (75.5%) which acknowledged of getting services from extension officers were asked to explain whether or not TGA leaders and members are satisfied with services offered by extension officers. Most of them (91.9%) said that all leaders and over 70% of the members are satisfied whereas, 8.1% said that one of the leaders is unsatisfied yet, over 50% of the members are satisfied. This result shows that PFP has transparency policy on hiring staff who could work with minimal supervision, motivated and hard workers. The fact that in all villages evaluation was done in the absence of extension officers, if some of them would have been working below the required standards possibly, members of FGD would have mentioned them by names. If for sure, TGA leaders and members are satisfied with the work done by extension officers, it is therefore their responsibilities for making sure that they internalize fundamental advices given in order to build strong TGAs which in turn, will influence better woodlots management on the ground. .

PFP, TGA leaders and TGA members are partners in progress toward ensuring that rural income is increased within the given time frame through tree planting. In order to realize this important mission, PFP through it field guide manual recommends that TGA members should be visited more often by extension officers in order to see what is actually being implemented on the ground. It is believed that on the course of making regular field visits it is likely to discover and correct field deviations before it is too late at an extent of contributing to demoralization of TGA members. TGAs (75.5%) which acknowledged of getting services from extension officers, most of them (91.9%) confirmed that extension officer visits them monthly or more often, 5.4 % said that extension officer visits them after every second month. However, Mgala (2.7%) was the only village which had been visited by extension officer once per quarter. Visiting a village monthly or more often is a further testimony that for sure, PFP extension officers are very committed to action.

#### **5.4.3. Presence of TGA facilitator in a village and satisfaction of TGA leaders and members on TGA facilitators**

TGA facilitators are technical bridge between PFP on one side and TGAs on another side. If well committed and motivated, TGA facilitators could induce positive changes to TGA leaders and members. This is a reality because TGA facilitators are like eyes of TGA leaders on much of the technical and field activities. For example, in most of the evaluated villages, it was very interesting to see that TGA facilitators know almost every corner and status each plot in the communal planting woodlots. The team found that TGA facilitators are present in most villages (85.7%) however; relatively few villages (12.2%) had no TGA facilitators though they are getting extension services. It was learnt that villages which have no TGA facilitators are getting extension services from nearby TGA facilitators. For example, Lugema and Kiyowela villages are being served by TGA facilitator from Lugolofu village. The team has of opinion that this a good approach because it partly explain the ability of TGAs to keep on rolling with less dependency from external people.

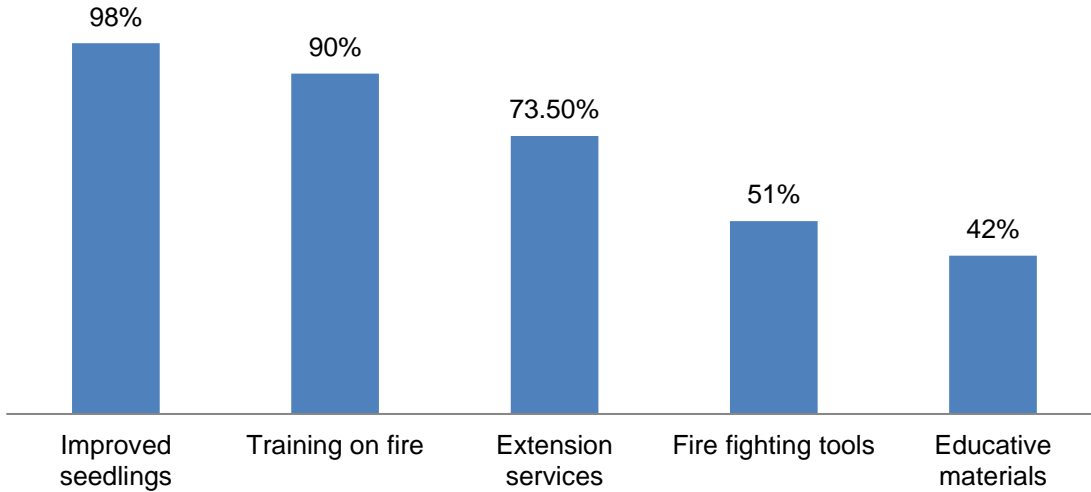
People's satisfaction is a key to success for most of the undertaken human activity. On the basis of this reality, PFP ensures that TGA facilitators have all necessary skills required in order to perform their job accordingly. Villages with residency TGA facilitators (85.7%) most of them (88.1%) acknowledged that all TGA leaders and over 70% of the members are satisfied with TGA facilitators. Relatively few (11.9%) confirmed that one of the leaders are unsatisfied but over 50% of the members are satisfied with services of TGA facilitators

50% of the villages without residency TGA facilitators said that all the TGA leaders and over 70% of the members are satisfied with services of visiting TGA facilitators. Whereas, (50%) acknowledged that one of the leaders are unsatisfied but over 50% of the members are satisfied with services of visiting TGA facilitators. Matembwe is the only village which is not serviced by visiting TGA facilitators probably due to their internal strength because one of his member is a retire Assistant Forester who executes most of the technical works. The fact that the majority of TGA leaders and members are satisfied with the ground and administrative work done by TGA facilitators this justifies that PFP is keen in hiring people who could work independently with less supervision from their superiors. It is therefore important for TGA leaders and members to use this high level of satisfactions as motivation for doing their work accordingly in order to realize their objective of increase rural income.

#### **5.4.4 Satisfaction of TGA leaders and members on PFP support**

PFP wanted to understand whether or not TGA leaders and members are satisfied with its support towards ensuring that TGAs improve their income through tree planting. In order to get relevant information, in every village members of FGD were allowed to speak up and specify areas of their satisfactions. Therefore, under such situation, more than one specific satisfaction options were obtained from one village. In order therefore to accommodate more options given per village, a concept of multiple responses was considered during analysis. Most of the TGAs (98%) said that they are satisfied by PFP support through bringing up improved seedlings, 90% said that they are satisfied with PFP support through provision of different training on fire prevention and control, 73.5% said that they are satisfied with PFP support through putting in place good extension services, 51.0% said they are satisfied with PFP support through provision of firefighting tools while relatively few 40.8% said that they are satisfied with PFP support through provision of different posters and educative materials. The team would like to congratulate PFP for a good job done because all the supports provided to TGAs aim at building their capacities in order to stand – up and eventually, walk by using their own feet. The fact that basic and priority support had been done by the programme, it is therefore important for TGA leaders and members to keenly use them in order to deliver accordingly.

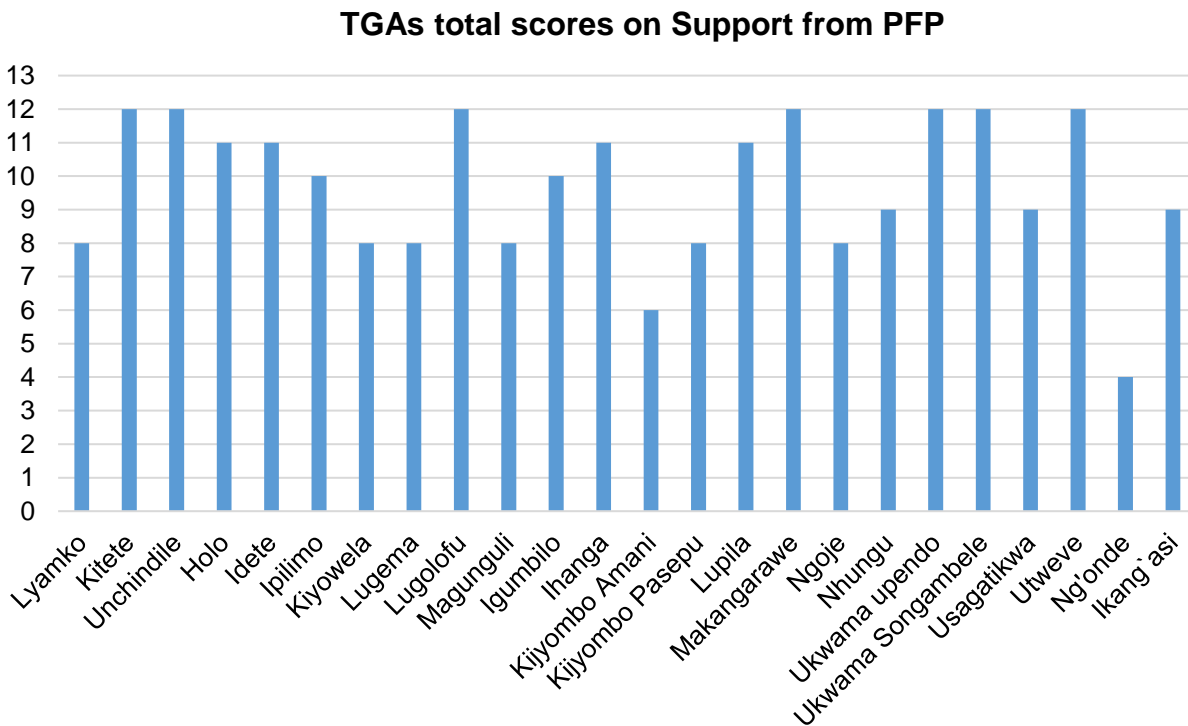
**Satisfaction of TGA leaders and members on PFP support**



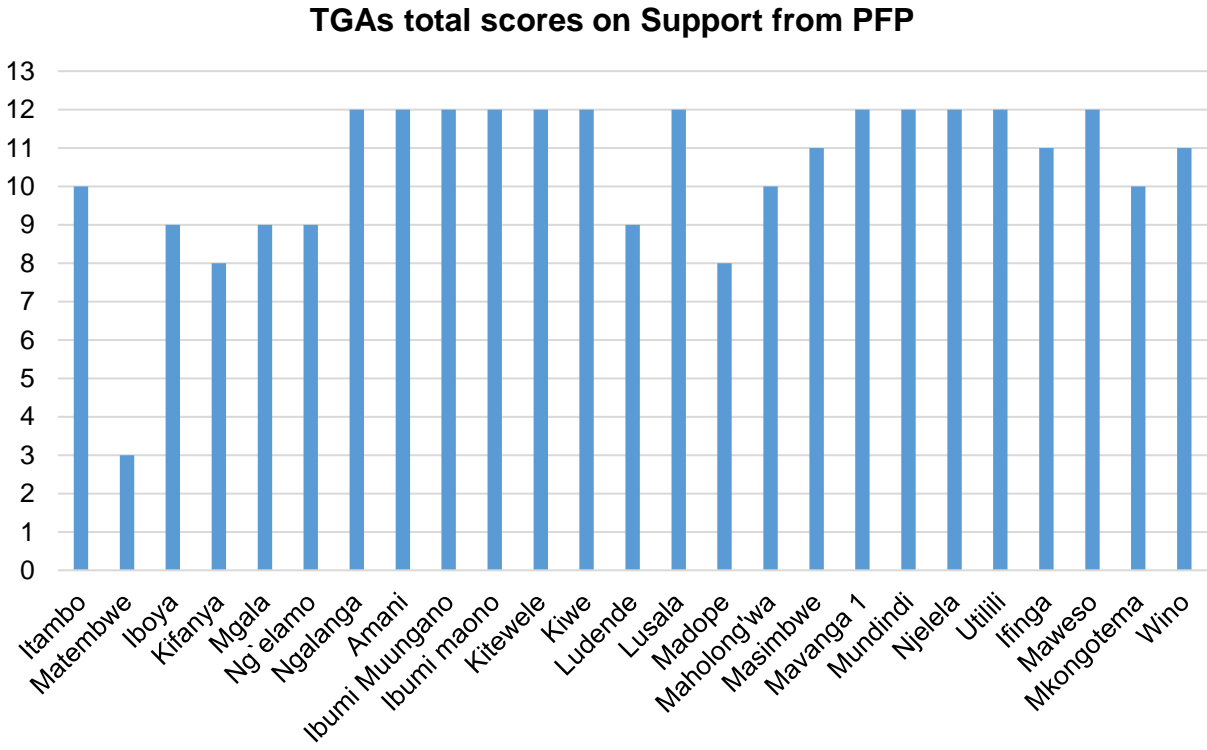
**Figure 37: Satisfaction of TGA leaders and members on PFP support**

**5.4.5 TGAs total scores on support from PFP for all TGA**

Total scores on support from PFP evaluation thematic area presented in figures 38 (1 & 2).



**Figure 38(1): TGAs total scores on support from PFP**



**Figure 38(2): TGAs total scores on support from PFP**

**5.5 TGAs total scores in all evaluation thematic areas**

TGAs total scores in all thematic areas namely institutional capacity, TGA functionality, technical ability and equipment and support from PFP are presented in figures 39 (1 & 2) below: In the context of this report however, TGAs with higher total scores in all evaluation thematic areas are considered to be technically strong and administratively organized than those with relatively low total scores.

### TGAS total scores in all evaluation thematic areas

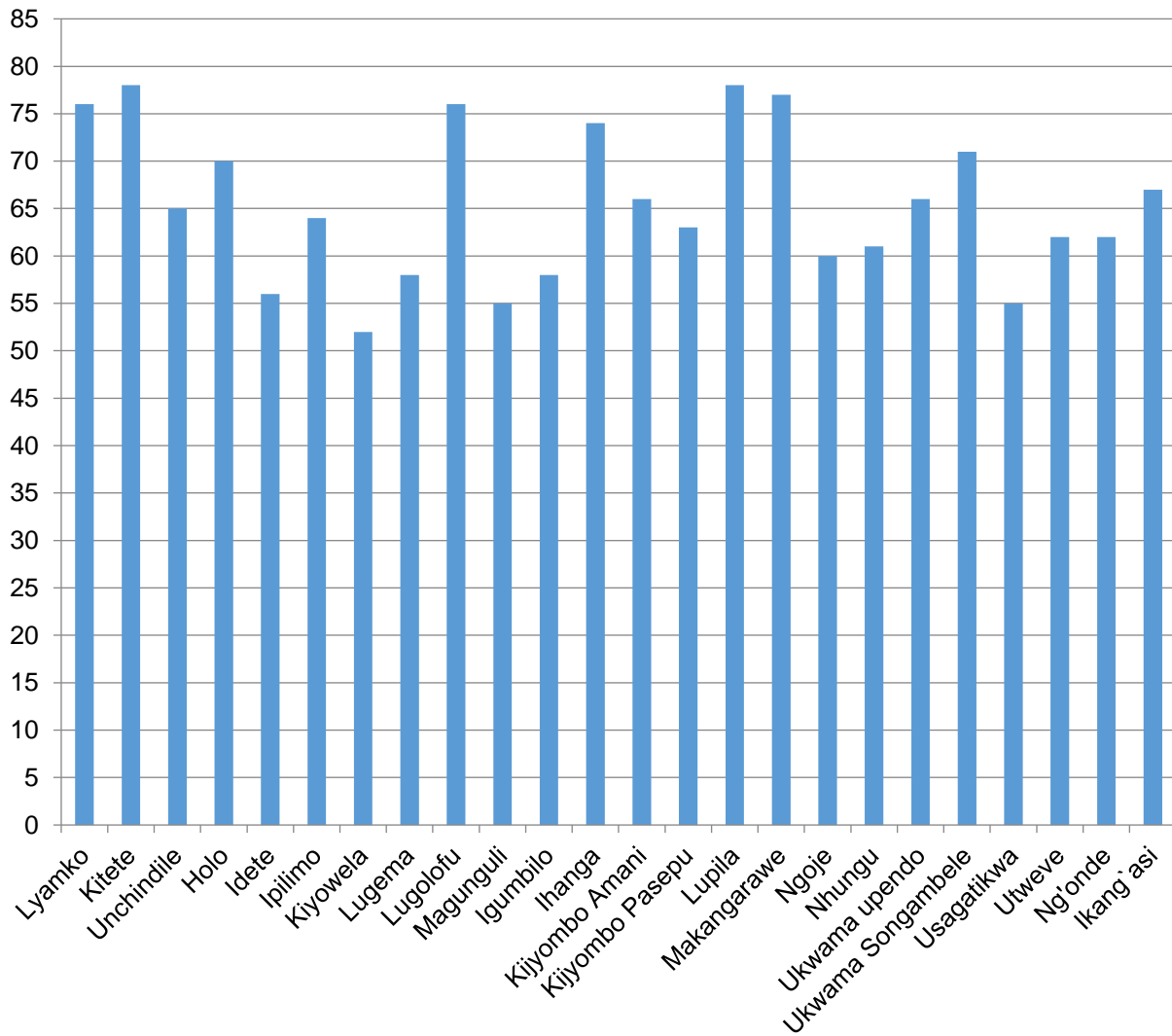


Figure 39(1): TGAs total scores on all evaluation thematic areas



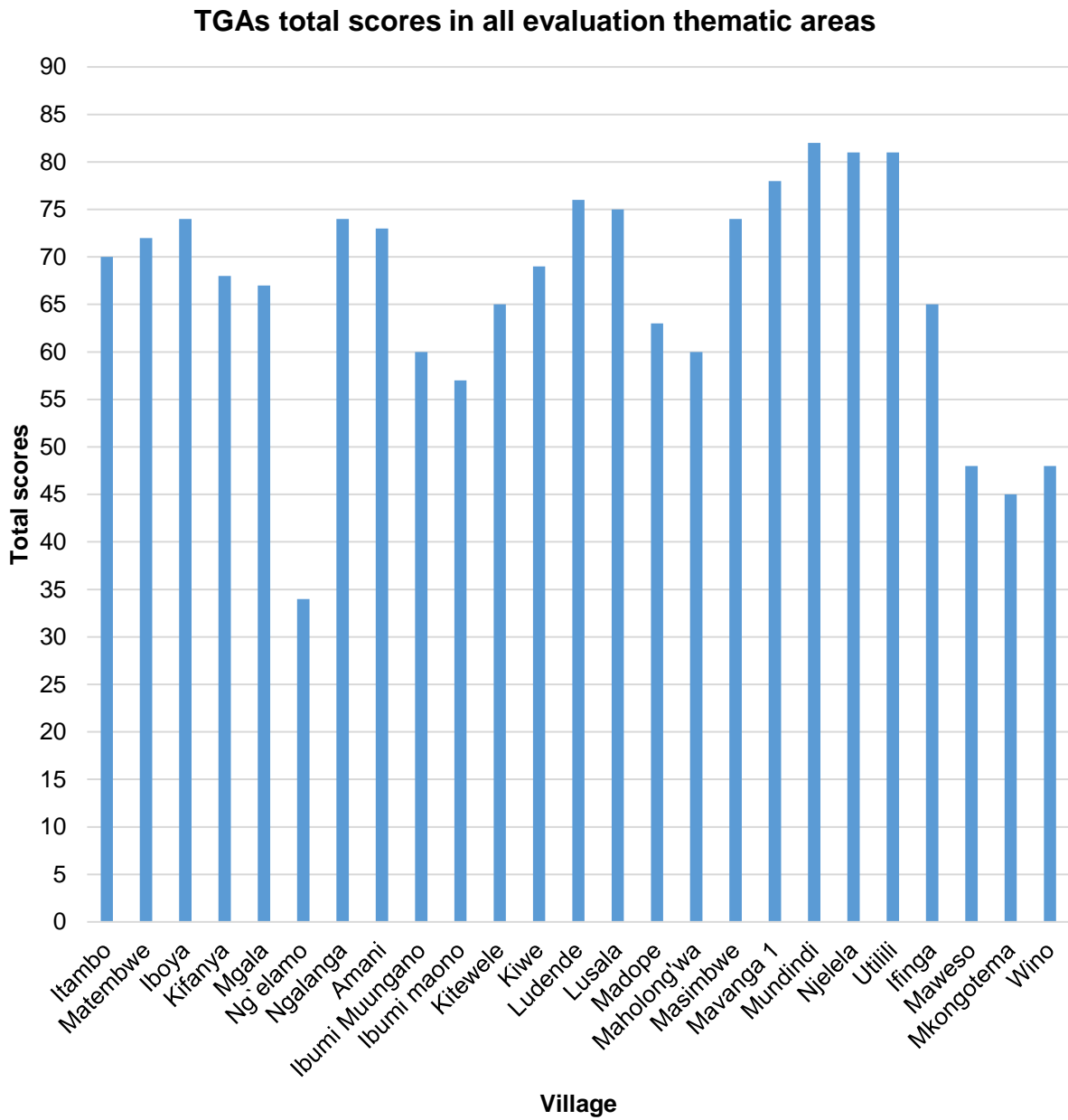


Figure 39(2): TGAs total scores on all evaluation thematic areas

## **6.0 CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Conclusions**

Evaluation of TGAs technical and administrative capacity in 49 TGAs had four thematic areas namely institutional capacity, TGA functionality, technical ability and equipment and support from PFP. On the basis of the above, the evaluation team would like to congratulate PFP for the good job done in ensuring that high quality trees are planted by growing, consolidated and effective TGAs. The evaluation team was impressed with good results because in most of the evaluated villages high scores were recorded indicating that TGA members are really satisfied with PFP deliverances and that they had been working towards meeting the programme's objective of increased rural income in southern highlands through tree planting and value addition along the forest value chain. Similarly, in most of the evaluated villages, determination of TGA leaders and members to keep on planting and managing their woodlots even beyond PFP supports was very high. Indeed, this explains the real meaning of activity sustainability after summative evaluation. It was also evident that regular training which had been offered by the programme had improved the performance of many TGAs institutionally in such a way that most of them more recently are very organized than before.

### **6.2 Recommendations**

Recommendations on his evaluation mission are attached as annex 2.

## **LIST OF ANNEXES**

**Annex 1: TGA evaluation criteria, scores per thematic areas and overall scores in all evaluation thematic areas**





No.	District/ Village name	TGA name	Technic al ability & equip ment	Land cleared properly in advance	Liming, marking, pitting and planting done correctly	Blanking	Weeding done	Pruning done correctly in TGA members ' plantatio ns	Equipme nt & lending	Pruning saws	Thinning done correctly in TGA members ' plantatio ns	Thinning remarks	Forest rotation remarks	Total scores on Technical ability & equipme nt
<b>A</b>	<b>Kilolo</b>													
1	Lyamko	CHAWAMIHILYA	3	0	0	0	0	1		2				B 3
<b>B</b>	<b>Kilombelo</b>		8	1	2	0	1	0	4	0	0	0	0	
2	Kitete	UWAMIKI	5	1	1	1	0	1		2				B 5
3	Unchindile	UWAMU	3	0	1	0	0	0		2				B 3
<b>C</b>	<b>Mufindi</b>		18	1	0	2	2	0	13	0	0	0	0	
4	Holo		2			0	0	0		2				B 2
5	Idete	UWAMIDE	2	0	0	0	0	0		2				B 2
6	Ipilimo	NGUVUMALI	4	1	0	0	1	1		2				B 4
7	Kiyowela		2			0	0	0		2				B 2
8	Lugema	UWAMILU	3			2	0	3		1				B 3
9	Lugolofu	UWAMILUG	3			0	1	1		2				B 3
10	Magunguli	UWAMMA	2			0	0	0		2				B 2
<b>D</b>	<b>Makete</b>		32	3	2	0	8	0	19	0	0	0	0	
11	Igumbilo	ISABWA	4	0	0	0	2	2		2				B 4
12	Ihanga	TULASIKA	4	1	0	0	1	2		4				B 4
13	Kiyombo 1	AMANI	3	0	0	0	1	2		2				B 3
14	Kiyombo 2	PASEPU	3	0	0	0	1	3		2				B 3
15	Lupila	UWAMINE	2	0	0	0	1	2		2				B 2
16	Melangarawe	KITENGA	3	1	1	0	1	3		0				B 3
17	Ngije	KIWANGO	0			0	0	0		0				B 0
18	Nhangu	TUJENDELEZE	2			0	0	2		2				B 2
19	Ukwama 1	UPENDO	3			0	1	3		2				B 3
20	Ukwama 2	SONGAMBELE	2			0	1	1		1				B 2
21	Usagatikwa		2	1	1	0	0	0		2				B 2
22	Uweve	UWAMIU	2			0	0	2		2				B 2
23	Ng'onde	UWAMING'O	2			0	0	2		2				B 2
<b>E</b>	<b>Njombe DC</b>		4	0	0	0	0	0	4	0	0	0	0	
24	Iking'asi	KITWEVE	0			0	0	0		0				B 0
25	Itambo	UMOJA	2			0	0	2		2				B 2
26	Matembwe	UWAMIMA	2			0	0	2		2				B 2
<b>F</b>	<b>Njombe TC</b>		13	1	0	2	2	0	8	0	0	0	0	
27	Iboya	KUMI	6	1	0	2	1	2		2				B 6
28	Kifanya	UWAMIKI	1			0	1	0		0				B 1
29	Mgala	MKUKI	2	0	0	0	0	2		2				B 2
30	Ng'elamo	MSHIKAMANO	2			0	0	2		2				B 2
31	Ngalanga	NGAFO	2			0	0	2		2				B 2
<b>G</b>	<b>Ludewa</b>		41	8	4	9	12	0	8	0	0	0	0	
32	Amani	TWENDE PAMOJA AMANI	2	1	1	0	0	0		0				B 2
33	Ibumi 1	MUUNGANO	0	0	0	0	0	0		0				B 0
34	Ibumi 2	IBUMI MAONO	0	0	0	0	0	0		0				B 0
35	Kitewele	UWAMIKITE	1	1	0	0	0	1		1				B 1
36	Kiwe	UWAMIKI	2	1	0	0	1	2		2				B 2
37	Ludende	LUDA	2			0	2	2		2				B 2
38	Lusala	UWAMILU	4			1	1	2		2				B 4
39	Madope	KIWAMIMA	6	1	1	2	0	2		2				B 6
40	Maholong'wa	UPENDO	0			0	0	0		0				B 0
41	Masimbwe	UWAMIMA	2			0	0	2		2				B 2
42	Mavanga 1	UWAMKIMA	6	1	1	2	2	6		6				B 6
43	Murindindi	TUJIKWAMUE	5	1	0	2	2	0		0				B 5
44	Njelela	MABADILIKO	6	1	1	2	2	6		6				B 6
45	Utillili	UWAMIU	5	1	0	0	2	2		2				B 5
<b>H</b>	<b>Madaba</b>		15	4	2	8	1	0	0	0	0	0	0	
46	Ifiga	MZUNGUKO	3	1	0	2	0	0		0				B 3
47	Maweso	UMOJA WA KUPANDA MITI	4	1	1	2	0	0		0				B 4
48	Mkongotema	CHECHENGU	4	1	1	2	0	4		4				B 4
49	Wino	UWAVI	4	1	0	2	1	4		4				B 4

No.	District/ Village name	TGA name	Support from PFP	Extensio n officer present in the village	TGA leaders and members ' satisfacti on with PFP EO	Extensio n officer visits	TGA facilitato r	TGA leaders and members ' satisfacti on with TGA facilitato r	TGA leaders and members ' satisfacti on with other PFP support	Facilitato r received plantatio n establis hment training	Facilitato r received pruning and thinning training	TGA received basic admin training (centraliz ed)	TGA received admin training in the field	Total scores on Support from PFP
<b>A</b>	Kilolo													
1	Lyamko	CHAWAMIHILYA	8	0	2	0	1	2		1	1	1	0	8
<b>B</b>	Kilombelo		24	2	4	4	2	4	0	2	2	2	2	
2	Kitete	UWAMIKI	12	1	2	2	1	2		1	1	1	1	12
3	Unchindile	UWAMU	12	1	2	2	1	2		1	1	1	1	12
<b>C</b>	Mufindi		68	7	14	14	4	10	0	3	2	7	7	
4	Holo		11	1	2	2	1	2		1	0	1	1	11
5	Idete	UWAMIDE	11	1	2	2	1	1		1	1	1	1	11
6	Ipilimo	NGUVUMALI	10	1	2	2	1	2		0	0	1	1	10
7	Kiyowela		8	1	2	2	0	1		0	0	1	1	8
8	Lugema	UWAMILU	8	1	2	2	0	1		0	0	1	1	8
9	Lugotofu	UWAMILUG	12	1	2	2	1	2		1	1	1	1	12
10	Magunguli	UWAMMA	8	1	2	2	0	1		0	0	1	1	8
<b>D</b>	Makete		120	10	19	17	12	23	0	9	8	12	13	
11	Igumbilo	ISABWA	10	1	2	2	1	2		0	0	1	1	10
12	Ihanga	TULASIKA	11	1	2	2	1	2		0	0	1	1	11
13	Kiyombo 1	AMANI	6	1	0	0	1	1		0	1	1	1	6
14	Kiyombo 2	PASEPU	8	1	0	0	1	2		1	1	1	1	8
15	Lupila	UWAMINE	11	1	2	2	1	2		1	0	1	1	11
16	Makangarawe	KITENGA	12	1	2	2	1	2		1	1	1	1	12
17	Ngoje	KIWANGO	8	0	1	0	1	2		1	1	1	1	8
18	Nhunгу	TUJENDELEZE	9	0	1	1	1	2		1	1	1	1	9
19	Ukwama 1	UPENDO	12	1	2	2	1	2		1	1	1	1	12
20	Ukwama 2	SONGAMBELE	12	1	2	2	1	2		1	1	1	1	12
21	Usagatikwa		9	1	2	2	1	2		0	0	0	1	9
22	Utweve	UWAMIU	12	1	2	2	1	2		1	1	1	1	12
23	Ng'onde	UWAMING'O	4	0	1	0	0	1		0	0	1	1	4
<b>E</b>	Njombe DC		22	0	5	2	2	5	0	2	2	2	2	
24	Ikang'asi	KITWEVE	9	0	1	1	1	2		1	1	1	1	9
25	Itambo	UMOJA	10	0	2	1	1	2		1	1	1	1	10
26	Matembwe	UWAMIMA	3	0	2	0	0	1		0	0	0	0	3
<b>F</b>	Njombe TC		47	2	9	4	5	10	0	4	5	4	4	
27	Iboya	KUMI	9	0	2		1	2		1	1	1	1	9
28	Kifanya	UWAMIKI	8	0	1	0	1	2		1	1	1	1	8
29	Mgala	MKUKI	9	0	2	0	1	2		1	1	1	1	9
30	Ng'elamo	MSHIKAMANO	9	1	2	2	0	2		0	1	0	0	9
31	Ngalanga	NGAFO	12	1	2	2	1	2		1	1	1	1	12
<b>G</b>	Ludewa		158	13	27	25	15	27	0	13	12	13	13	
32	Amani	TWENDE PAMOJA AMANI	12	1	2	2	2	1		1	1	1	1	12
33	Ibumi 1	MUUNGANO	12	1	2	2	1	2		1	1	1	1	12
34	Ibumi 2	IBUMI MAONO	12	1	2	2	1	2		1	1	1	1	12
35	Kitewelee	UWAMIKITE	12	1	2	2	1	2		1	1	1	1	12
36	Kiwe	UWAMIKI	12	1	2	2	1	2		1	1	1	1	12
37	Ludende	LUDA	9	0	2	0	1	2		1	1	1	1	9
38	Lusala	UWAMILU	12	1	2	2	1	2		1	1	1	1	12
39	Madope	KIWAMIMA	8	1	2	2	1	2		0	0	0	0	8
40	Maholong'wa	UPENDO	10	1	2	1	1	2		1	0	1	1	10
41	Masimbwe	UWAMIMA	11	1	1	2	1	2		1	1	1	1	11
42	Mavanga 1	UWAMKIMA	12	1	2	2	1	2		1	1	1	1	12
43	Mundindi	TUJIKWAMUE	12	1	2	2	1	2		1	1	1	1	12
44	Njelela	MABADILIKO	12	1	2	2	1	2		1	1	1	1	12
45	Utillili	UWAMIU	12	1	2	2	1	2		1	1	1	1	12
<b>H</b>	Madaba		44	4	8	8	4	7	0	3	2	4	4	
46	Ifinga	MZUNGUKO	11	1	2	2	1	2		1	0	1	1	11
47	Maweso	UMOJA WA KUPANDA MITI	12	1	2	2	1	2		1	1	1	1	12
48	Mkongotema	CHECHENGU	10	1	2	2	1	2		0	0	1	1	10
49	Wino	UWAVI	11	1	2	2	1	1		1	1	1	1	11

No.	District/Village name	TGA name	Total score on Institution capacity	Total score on TGA functionality	Total scores on Technical ability & equipment	Total scores on Support from PFP	TGAs Overall scores in all evaluation thematic areas
A							
1	Lyamko	CHAWAMIHILYA	31	34	3	8	76
B							
	Kilombelo						
2	Kitete	UWAMIKI	32	29	5	12	78
3	Unchindile	UWAMU	29	21	3	12	65
C							
	Mufindi						
4	Holo		30	27	2	11	70
5	Idete	UWAMIDE	26	17	2	11	56
6	Ipilimo	NGUVUMALI	27	23	4	10	64
7	Kiyowela		28	14	2	8	52
8	Lugema	UWAMILU	25	22	3	8	58
9	Lugolofu	UWAMILUG	30	31	3	12	76
10	Maqunguli	UWAMMA	29	16	2	8	55
D							
	Makete						
11	Igumbilo	ISABWA	27	17	4	10	58
12	Ihanga	TULASIKA	32	27	4	11	74
13	Kiyombo 1	AMANI	31	26	3	6	66
14	Kiyombo 2	PASEPU	28	24	3	8	63
15	Lupila	UWAMINE	32	33	2	11	78
16	Makangarawe	KITENGA	33	29	3	12	77
17	Ngoje	KIWANGO	29	23	0	8	60
18	Nhungu	TUJINDELEZE	29	21	2	9	61
19	Ukwama 1	UPENDO	31	20	3	12	66
20	Ukwama 2	SONGAMBELE	30	27	2	12	71
21	Usagatikwa		27	17	2	9	55
22	Utweve	UWAMIU	29	19	2	12	62
23	Ng'onde	UWAMINGO	32	24	2	4	62
E							
	Njombe DC						
24	Ikang' asi	KITWEVE	31	27	0	9	67
25	Itambo	UMOJA	30	28	2	10	70
26	Matembwe	UWAMIMA	34	33	2	3	72
F							
	Njombe TC						
27	Iboya	KUMI	30	29	6	9	74
28	Kifanya	UWAMIKI	30	29	1	8	68
29	Mgala	MKUKI	30	26	2	9	67
30	Ng elarno	MSHIKAMANO	8	15	2	9	34
31	Ngalanga	NGAFO	30	30	2	12	74
G							
	Ludewa						
32	Amani	TWENDE PAMOJA AMANI	30	29	2	12	73
33	Ibumi 1	MUUNGANO	31	17	0	12	60
34	Ibumi 2	IBUMI MAONO	27	18	0	12	57
35	Kiteweke	UWAMIKITE	29	23	1	12	65
36	Kiwe	UWAMIKI	30	25	2	12	69
37	Ludende	LUDA	32	33	2	9	76
38	Lusala	UWAMILU	30	29	4	12	75
39	Madope	KIWAMIMA	27	22	6	8	63
40	Maholong'wa	UPENDO	30	20	0	10	60
41	Masimbwe	UWAMIMA	30	31	2	11	74
42	Mavanga 1	UWAMIKIMA	33	27	6	12	78
43	Mundindi	TUJIKWAMUE	32	33	5	12	82
44	Njelela	MABADILIKO	32	31	6	12	81
45	Utilili	UWAMIU	33	31	5	12	81
H							
	Madaba						
46	Ilinga	MZUNGUKO	31	20	3	11	65
47	Maweso	UMOJA WA KUPANDA MITI	32	21	4	12	69
48	Mkongotema	CHECHENGU	31	24	4	10	69
49	Wino	UWAVI	33	30	4	11	78



## Annex 2: Recommendations

SN	Villages	Observed issues	Recommendations
1	Maholong'wa	Weak TAG leadership. TGA secretary is inactive because he has been requesting for resignation in order to get adequate time to engage full in his business	TGA secretary at Maholong'wa village should be allowed to resign his post officially and thereafter, new election should be held in order to fill the gap. .
2	Kiyowela	Internal conflicts between TGA secretary and TGA chairperson	Sources of conflicts should be investigated and thereafter, decisions should be made based on the investigation report.
3	Mkongotema, Wino and other villages with newly appointed TGA facilitators as per PFP database	Newly appointed TGA facilitators are less experienced on technical issues related to woodlots establishment and management	TGA facilitators are eyes of TGA leaders and the programme on various technical issues. As such therefore, most of them had been trained on various technical issues related to woodlots establishment and management. Therefore, newly appointed TGA facilitators also need to be trained as well.
4	Maweso	Double standards played by TGA facilitator against TGA chairperson	TGA facilitator at Maweso village in most cases, is not working for the success of TGA, rather playing dirty games in order to weaken TGA chairperson. In views of the above, in order to bring harmony and togetherness among TGA members, it would be healthier if a well committed TGA facilitator would be sought for.
5	Igumbilo, Utweve, Ng'onde and Idete	Existence of internal conflicts which indirectly contribute to TGAs ineffectiveness on various aspects including meetings organization and ground performances. See detailed information in sub-section 5.1.7	All TGA leaders and TGA facilitators who had been let say applying for resignation or proven to be weak or sources of conflicts between TGA leaders and TGA members or between TGA leaders and TGA facilitators should certainly be allowed to resign their positions democratically.
6	Kiteweile	"The majority of the TGA members believe that TGA leaders are getting more incentives from PFP while in actual facts, they are doing less compared to normal TGA members". Based on this <b>wrong perception</b> , most of the TGA members seem not to respect them. Sometimes, they do shout upon them louder implying that they are not honest!	The programme should clear this doubts by holding TGA meeting in order to hear all parties concerned. It could be that there are some wrong doing on part of TGA leaders or completely being wrong perceptions of TGA members against their dedicated TGA leaders! Therefore, decisions should be made based on the TGA meeting resolutions.
7	Fire prevention measures (spot and slash weeding)	A good number of plots were found not yet being weeded despite the fact that much more training and awareness campaign on fire prevention and control had been conducted in all TGAs.	Since some TGA members do abandon their plots deliberately, probably it would be healthier during TGAs constitutions review meetings to proposal measures to be taken against such

			persons. Currently, most TGA constitutions are silent on such behaviour. If really we need to planting trees in a commercial manner it would be important therefore to walk our talks <b>“Panda Miti Kibiashara”</b>
8	Villages with planting sites located relatively far from their village centers	Technically, most of the communal planting sites are located relatively far from their village centres. Such big separation distances reduce effectiveness of fire crew members during events of fire outbreaks.	It is therefore recommended that in order to rescue woodlots from risks associated with unwanted fires escaping from unutilized areas, such TGAs should be facilitated as deemed necessary in order to construct big enough external fire breaks of about 20 m wide. This is important because last year’s fire outbreak which destroyed thousands hectares belonging to TFS at Wino area was due to inadequately constructed external main fire breaks. Once cleared effectively for the first time, it would be relatively easy for TGA members to keep on clearing it yearly.
9	11 pioneered TGAs which planted trees in 2014/2015 planting season	Leadership regimes for TGA leaders in 11 pioneered TGAs which planted trees in 2014/2015 planting season their tenure ended on December, 2017. See detailed information on sub-section 5.1.5	New election for TGA leaders in 11 pioneered villages which started tree planting in 2014/2015 planting season should be sought for. Therefore, new elections should be prepared in according to TGA administration manual in order to allow TGA members to choose between <b>“A new broom sweeps better” or “old is gold”</b>
10	Villages failed to conduct monthly TGA meetings	Meetings in any functioning and effective organization are considered as important platforms for discussing progress, less known issue, resolving conflicts and putting commitments to the agreed action. It was however found that some TGAs had been failing to conduct both monthly and bi-annual TGAs meetings without good reasons. See detailed categorization in sub-section 5.1.7	Among other factors, sustainability of TGAs depend on how often members meet together. TGAs which take no good initiatives in conducting members’ meetings as scheduled will definitely die once direct support is reduced. Most of the TGA meetings were not conducted as planned just due to lack of preparedness of some TGA leaders. This situation therefore suggests that effective and results - oriented TGA leaders should be sought for through normal procedures. <b>“Strong TGA leadership produces strong and effective TGA as independent institution”</b>
11	Villages without Bank Accounts	Few TGAs had no Bank Accounts though they were doing different financial transactions as detailed in sub-section 5.2.2	Opening and operating TGAs bank accounts is vital for sustainable management of community - based finances. TGA bank accounts are important in different ways including ensuring safety of their

			money. In all circumstances, in order to minimize mismanagement of TGAs funds or breach of trust on good TGA leaders, each TGA therefore must strive to open and maintain TGA bank accounts.
--	--	--	--

