

FEED THE FUTURE TANZANIA LAND TENURE ASSISTANCE (LTA) NGO BUSINESS PLAN



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ACRONYMS AND ABBREVIATIONS

AY	Advancing Youth
CCROs	Certificates of Customary Rights of Occupancy
COP	Chief of Party
COs	Certificates of Occupancy
DAI HO	DAI Home Office
DCOP	Deputy Chief of Party
ECDPM	European Centre for Development Policy Management
FSDT	Financial Sector Deepening Trust
FTF	Feed the Future
FY	Fiscal year
HAKIARDHI	Land Rights Research and Resources Institute
LARRRI	Land Rights Research and Resources Institute
LCWT	Landscape Conservation in Western Tanzania
LEAT	Lawyers' Environmental Action Team
LTIP	Land Tenure Improvement Project
LTTA	Long-term technical assignment
MAST	Mobile Application to Secure Tenure
NGO	Non-governmental organization
OCA	Organizational capacity assessment
OCAT	Organizational capacity assessment tool
PASS	Private Agricultural Sector Support
PELUM	Participatory Ecological Land Use Management
PINGOs Forum	Pastoralists Indigenous Non-Governmental Organization's Forum
SACGOT	Southern Agricultural Growth Corridor of Tanzania
STTA	Short-term technical assignment
TADB	Tanzania Agricultural Development Bank
TAGRODE	Tanzania Grass Roots Oriented Development
TALA	Tanzania Land Alliance
TRUST	Technical Register Under Secure Tenure
USAID	United States Agency for International Development
VLUP	Village Land Use Plan
UCRT	Ujamaa Community Resource Team
UN	United Nations
WASH	Water, Sanitation and Hygiene
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

I. INTRODUCTION

As part of the Feed the Future (FTF) initiative, the United States Agency for International Development (USAID) invested in several agricultural projects in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT). It sought to develop focused land tenure programming to support USAID's existing and planned regional investments.

The Feed the Future Land Tenure Assistance (LTA) activity seeks to clarify and document village land ownership, support land use planning efforts, and increase local understanding of land use and land rights in the Iringa District, as well as test the transferability of the model from one district to another with subsequent implementation in Mbeya District. The project commenced operations in FY 2016 in 36 villages in Iringa District and completed the initial period of performance in FY 2020 with five villages in the Mbeya District of Tanzania. As a result of the LTA activity's success, USAID extended the activity for a further two years to ensure local sustainability. The interventions are intended to reduce land tenure-related risks, lay the groundwork for sustainable agricultural investment, and provide a systematic village land registration model. LTA assists local level authorities in the delivery of land tenure services under the Village Land Act, 1999; Village Land Regulations, 2001; the Registration of Documents Act, 1924; Registration of Documents Regulations, 1963; the Land Use Planning Act, 2007; and The Courts (Land Disputes Settlements) Act, 2002.

In carrying out its activities, LTA collaborates with the Government of Tanzania and other donor-funded programs to produce complementary programming that was timely, cost-effective, and sustainable. LTA adopted and adapted digital technology developed by the USAID Mobile Application to Secure Tenure (MAST) pilot project and created an additional application for the digital registration of post-registration transactions in the form of the Technical Register Under Secure Tenure (TRUST). LTA developed and refined the process for systematic adjudication and demarcation of village land using MAST and the preparation and systematic registration of Certificates of Customary Right of Occupancy (CCROs). This process is referred to as the Village Land Registration (VLR) process.

The Ministry of Lands, Housing, and Human Settlements Development (referred to hereafter as the Ministry of Lands) accepted the LTA developed VLR process and adopted the Mobile Application to Secure Tenure (MAST) and the Technical Register Under Secure Tenure (TRUST) as the preferred digital data capture system and digital land administration system respectively for first village land registration and post registration transactions in Tanzania. LTA developed the VLR process per the legislation and regulations governing village land registration in Tanzania with modifications made to improve cost and time efficiencies. The Government of Tanzania (GOT) has formulated regulations to give effect to these modifications.

LTA has demarcated and adjudicated approximately 80,000 land parcels in 46 villages in Iringa and Mbeya Rural Districts and registered 70,000 CCROs to date. The collection rate is 87% and an almost 50/50 ratio of women to men's unique claimants. The dispute rate has been low at a rate of 0.5%, of which 60% (0.3%) have been resolved to date. The cost of preparing Village Land Use Plans (VLUPs) is less than \$2,000 on average, and the cost of registering and issuing CCROs is \$10.00 per CCRO.

Landholders and village leaders have embraced the system because of LTA's concerted effort to provide training and emphasize community sensitization and public participation in its model. The uptake of

CCROs issued by LTA is around 90 percent. In the past, LTA continues to respond to requests from land stakeholders from other districts for training in MAST and TRUST.

The two-year extension's focus is to apply the beneficiary contribution model for village land registration in villages in Iringa District, which were not previously targeted by LTA, and are not designated as future urban planning areas. In this model, beneficiaries contribute to the cost of registration of Certificates of Customary Rights of Occupancy (CCROs). The extension also envisages that LTA will transition its activities to an NGO to be established during the extension and that LTA will build capacity to use the MAST and TRUST applications throughout the SAGCOT and nationally.

Per Section C of the contract extension, Activity 4 provides: "Formalize LTA as a local non-governmental organization and build its capacity to sustain operations as an independent organization to provide support to district-level land governance institutions and other stakeholders to complete the land use planning and CCRO process, effectively manage land resources, respect women's, youth and pastoralist's land rights and build agriculture related business skills.

The Contractor must organize LTA local staff to register as a Non-Governmental Organization (NGO) and build their capacity to continue operations independently. Under this activity, the Contractor must develop a business model that will allow local staff to continue to operate as a land service organization, providing technical assistance to stakeholders to implement land tenure registration and management. The Contractor must support the local staff to identify alternative funding sources to assume responsibility for the work that LTA has been doing with the costs of registering CCROs being supplemented through the beneficiary contribution model as developed by LTA. The new NGO will continue to provide training and support for District Land Offices doing systematic registration and post-registration transactions.

The NGO shall establish itself as a training hub and provide training and support for any agencies and District Land Offices involved in systematic village land registration with a beneficiary contribution model. The proposed NGO will be well placed to support the World Bank initiative, other donors involved in the land sector, and other USAID implementing partners who require systematic land registration as part of their programs.

Outcomes

1. LTA organized and registered as a local non-government organization
2. Business model and business plan developed that will allow the NGO to continue operations sustainably, after USAID funding ends
3. In the final year of the project, the local NGO is already diversifying its funding sources beyond USAID funding

This business plan operationalizes Activity 4 and is intended to serve as a living document as LTA transitions into an NGO. This business plan will be updated and revised as a living document as new information is received and understood.

II. VISION, MISSION STATEMENT, AND OBJECTIVES

Tanzania Land Tenure Assistance (LTA-NGO) will be established as a non-governmental, voluntary, and non-profit making organization established under and subject to the exclusive jurisdiction of the laws of Tanzania that aims to facilitate the effective management of land resources in Tanzania, through the implementation of sustainable, participatory, and cost effective land use planning and land registration processes that respect women's, youth, pastoralists' and other marginalized groups' land rights, support wildlife conservation, and depend on cost recovery from land claimants.

VISION

The vision of LTA-NGO is a community with improved livelihoods by accessing economic opportunities through secure and documented land tenure.

MISSION STATEMENT

To facilitate the effective management of land resources in Tanzania, through the implementation of sustainable, participatory, and cost-effective land use planning and land registration processes that respect women's, youth and pastoralists' land rights, support wildlife conservation, and depend on cost recovery from land claimants.

OBJECTIVES

The objectives of LTA-NGO are:

- a. Identify gaps in land administration and advocate for modifications to policy makers
- b. Promote the uptake of new technologies for digital data capture systems for land registration in Tanzania.
- c. Empower rural and urban communities to access land administration services.
- d. Promote gender equality in land ownership.

ACTIVITIES

The activities of LTA-NGO will be:

- a. To provide support and training to national, regional, district, ward level authorities, village and other relevant land administration authorities and land sector stakeholders to undertake land use planning and land registration processes, effectively manage land resources, and respect women's, youth, and pastoralist's land rights.
- b. To provide support and training to land administration authorities to clarify and document village land ownership, support land use planning efforts, and increase local understanding of land use and land rights.
- c. To provide support and training to district, ward level authorities, and village land administration authorities to resolve village boundary issues and verify and/or rectify village boundaries and Village Land Certificates.

- d. To provide support and training to district, village, and other land administration authorities to prepare Village Land Use Plans (VLUPs), to support enforcement of preparation and implementation of VLUPs, and to prepare such other land use plans as may be required from time to time.
- e. To provide support and training to district, village, and other land administration authorities to apply and promote Mobile Application to Secure Tenure (MAST) as the preferred digital data capture system for first village and urban land registration and issuance of Certificates of Customary rights of Occupancy (CCROs) and Certificates of Occupancy (COs) respectively.
- f. To provide support and training to national, regional, district, village, and other land administration authorities to apply and promote and the Technical Register Under Secure Tenure (TRUST) as the preferred digital land administration system for post registration transactions in Tanzania.
- g. To apply and promote a beneficiary contribution model in which claimants of CCROs and COs contribute towards the cost of village or urban boundary verification and/or rectification, land use planning, demarcation and adjudication, objections and corrections, printing and registration and issuance of CCROs and COs.
- h. To cooperate with other organizations and agencies with similar objectives and values to strengthen the attainment of the objectives of LTA-NGO and to provide support and training to them where required.
- i. To promote and apply MAST and TRUST to the registration of urban land and issuance of Certificates of Occupancy (COs), if appropriate, and to apply LTA-NGO's stated vision, mission, and objectives to urban land.
- j. To carry out, facilitate and undertake studies and programs aimed at the attainment of the objectives of LTA-NGO.
- k. To evaluate, review and refine implementation systems with direct input from beneficiaries to improve the attainment of the objectives of LTA-NGO.
- l. To do all such lawful things as may be necessary or expedient for the attainment of the objectives of LTA-NGO.

III. TRANSITION PLAN

TRANSITION EXECUTIVE TEAM

LTA will establish a Transition Executive Team, composed of key members of staff, including but not limited to the COP, DCOP, Land Administration Specialist, Finance and Operations Manager, and the GIS/Database Manager.

The Transition Executive Team is responsible for establishing and registering LTA-NGO, which is required to be registered on or before January 2021.

Staff will continue to work under LTA and perform their regular tasks – at the same time (as it is part of the extension activity) the Transition Executive Team will need to design and establish financial management systems, monitoring and evaluation systems, and recording and reporting systems to replace those currently operated under DAI.

With effect from April 1, 2021 staff will use both systems to ensure that the new systems are accurate and functional. The staff will remain employed by LTA until September 30, 2021. Subject to the availability

of funding, the LTA-NGO will employ all current LTA staff, who indicate their intention to continue under LTA-NGO, on a six-month probationary period. The Board will assess their performance at the end of the probationary period.

FOUNDING MEMBERS OF THE BOARD

The Founding Board Members were selected based on the following criteria:

- Knowledge and experience in the land sector in Tanzania, including land use planning, land surveying, land registration, land valuation, and a working knowledge of land legislation;
- A spread of legal and accounting knowledge and experience in order that they could address the legal and financial accounting requirements of the NGO;
- A spread of Board members from different geographical areas in Tanzania;
- Some knowledge and experience in other donor-funded land projects in Tanzania.

Following the search for individuals who met each of the criteria outlined above, the following Board Members were identified:

- a recently retired Registrar of Titles for Mbeya Zone, who is a qualified advocate;
- a recently retired Senior Town Planner from the Ministry of Lands Rural Planning Directorate, who assisted and advised LTA on land use planning during the initial stages of the project;
- a current Ministry of Lands official, who was the former focal point for the Ministry on the upcoming World Bank LTIP project;
- a Senior Lecturer and Consultant Valuer from Ardhi University, with whom LTA has been extensively involved in setting up an MoU between LTA and the University, in getting Ardhi University to adopt MAST and TRUST, and in the placement of interns at LTA; AND
- a retired, former Iringa Assistant RAS and Head of Infrastructure for Iringa Region.

The structure and functioning of the Board are set out in the LTA-NGO Constitution attached as Annex I.

ORGANIZATIONAL STRUCTURE

The Board will direct the LTA-NGO as set out above with an Executive Team responsible for the day-to-day functioning of the organization.

EXECUTIVE TEAM AND CHIEF EXECUTIVE OFFICER (CEO)

Once the LTA-NGO registration is complete, the management of the organization will be as follows:

- a. The Board members will ratify the Executive Team composed of key members of staff, including but not limited to the Chief Executive Officer (CEO) (current DCOP), the Land Administration Specialist, the Finance and Operations Manager, and the GIS/Database Manager.
- b. The Executive Team shall be answerable to the Board.
- c. The Executive Team shall be responsible for all matters relating to the implementation of the vision, mission and objectives of LTA-NGO including but not limited to preparing plans of

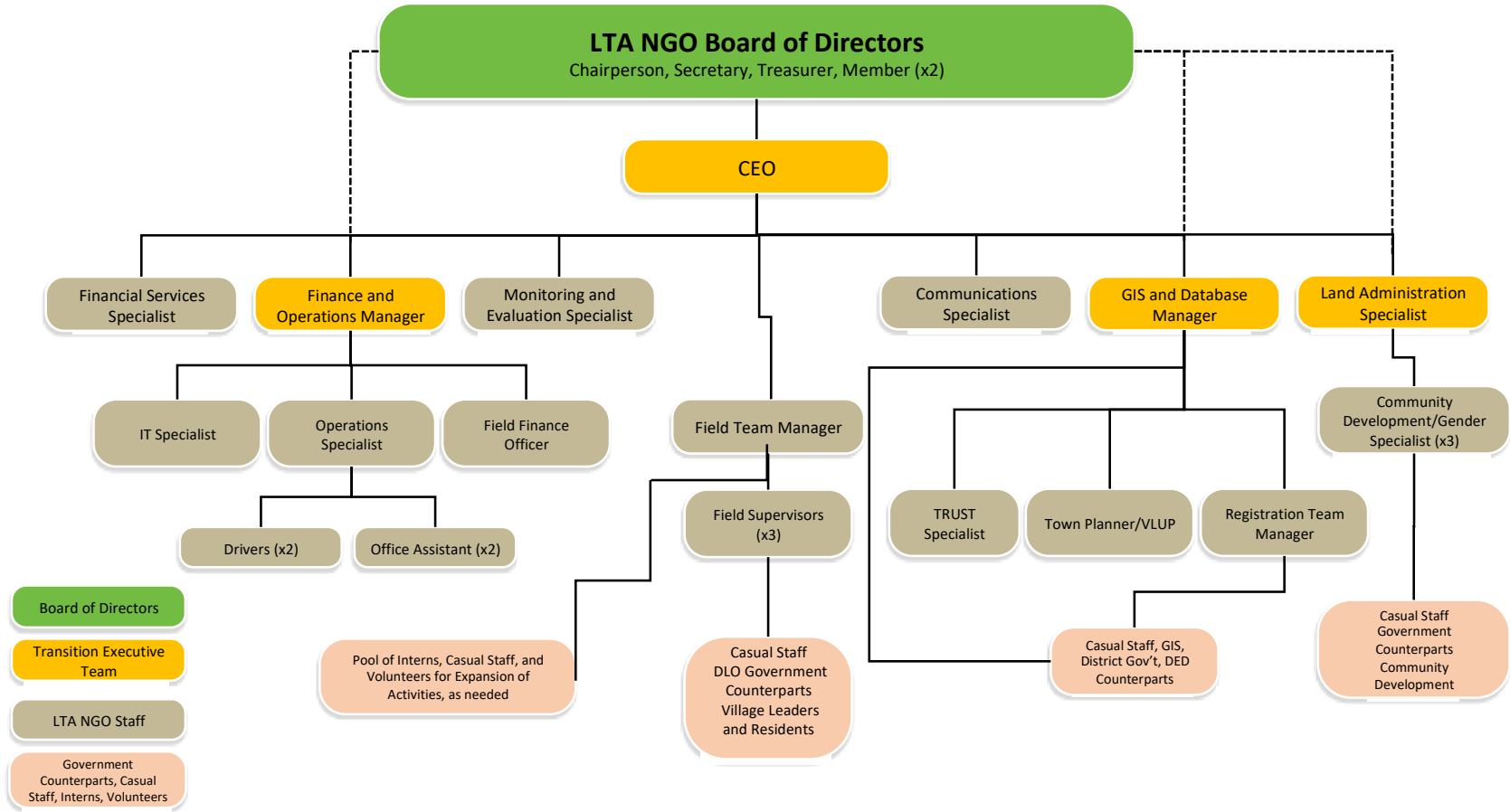
operation, programs and budgetary estimates, reports of activities and accounts for the approval of the Board, and the day to day running and implementation of the Organization's activities.

- d. The Chief Executive Officer (CEO) shall prepare standard operating procedures (SOPs) for the Executive Team and the Organization and seek approval of the Board for implementation.
- e. The Chief Executive Officer (CEO) the Finance and Operations Manager shall attend the meetings of the Board and shall account before the Board for the day-to-day running of the Organization.
- f. The Board shall be responsible for the employment and termination of the key members of staff who comprise the Executive Team.
- g. The Chief Executive Officer shall be responsible for the employment and termination of all other staff members in accordance with the law, standard operating procedures (SOPs) and subject to the approval of the Board.

Figure I Organogram shows the organizational structure of the LTA-NGO.

ORGANOGRAM

Figure I: LTA-NGO Organogram



REGISTRATION OF LTA-NGO

GOVERNANCE STRUCTURE

Legal advice provided the rationale for determining that LTA would be best placed to achieve its objectives if registered as a local non-governmental organization (NGO) pursuant to the provisions of the Non-governmental Organizations Act 2002 of Tanzania.

Primarily, LTA requires status as a legal entity to conduct its activities to implement its objectives and receive funding from USAID.

Although there is a small variety of options available to nonprofits for registration in Tanzania, the Tanzanian government has been evident in the past three years that they prefer any nonprofit to register under the Non-Governmental Organizations Act 2002 and to establish itself with the NGO Registrar for regulation.

A previously popular registration option was known as a Company Limited by Guarantee, a nonprofit company incorporated under the Companies Act 212. However, at the time that LTA will ready to register, this will no longer be an option for organizations such as LTA due to amendments made under the Written Laws (Miscellaneous Amendments No. 3) Act of 2019. Those amendments essentially mandated that any company limited by guarantee already existing, which was for a purpose other than trade and commerce should be automatically deregistered. The government was quite clear that they no longer wished for nonprofits to register under this option and, as such, have decided to eliminate such registrations and no longer allow nonprofits to register as a company limited by guarantee unless their objectives are for trade and commerce.

Another option available to nonprofits is to incorporate as a trust under the Trustees Incorporation Act CAP 318. However, experience has shown that this is an option that requires a tremendous amount of support from local government authorities, which delays registration. Furthermore, information from government sources suggests that the government is keen for any organization that meets the NGO's definition to register as an NGO.

Another option that nonprofits sometimes use is registration as a society under the Societies Act Capt 337. However, it has been strongly recommended that this option not be used since it does not, legally, create a legal entity.

LTA has therefore been referred to Section 2 of the Non-Governmental Organizations Act (subsequently amended by section 29 of the Written Laws (Miscellaneous Amendments No. 2) Act of 2019. That section sets out the definition of an NGO as follows:

Non-governmental organization also known by its acronym NGO and which includes community-based organization means a voluntary grouping of individuals or organizations which is non-partisan or non-profit sharing established and operates for the benefit of welfare of the community or public, organized at the local, national or international levels for the purpose of enhancing or promoting economic, environmental, social or cultural development or protecting environment, good governance,

law and order, human rights and lobbying or advocating on such issues.

As LTA is an organization capable of falling under NGO's definition, it was determined that it would be best to be registered as a local non-governmental organization.

The Tanzanian government is keen for all nonprofits to, whenever possible, register as a local or international NGO.

LTA is eligible to register as a local NGO which is cost-effective, able to be registered within a reasonable period, and is a legal entity. Furthermore, the registration of a local NGO complies with the Tanzanian government's mission and objectives, who desire to have all nonprofits register under the NGO Registrar and, whenever possible, to be operated and managed by Tanzanian citizens.

Table I shows the tasks or activities related to the registration of the LTA-NGO that have been completed or are underway at the time of submission of this document:

Table I: Progress on Registration of LTA-NGO

Task	Status
Identify key staff members to form Transition Executive Team	Completed
Meeting with lawyer to identify best institutional structure for NGO	Completed
Identification and Selection of Board Members	Completed
Submission of proposed Board Members to USAID	Completed
Reference Checks	Completed
Draft of NGO Constitution	Completed
Submission of draft Constitution to USAID	Completed
Submission of draft Constitution to lawyer for review	Completed
Founding Board Members general meeting	Completed
Adoption of Constitution by Board Members and Transition Team	Completed
Election of Office Bearers	Completed
Preparation of Application for Registration	Completed
Submission of Application to NGO Registrar for Registration	Completed
Approval of Registration	Underway

LTA has submitted the application to register the LTA-NGO according to requirements as follows:

The application for Registration of an NGO shall be accompanied by the following as per Section 12(2) of the Non-Governmental Organizations Act:

- Copy of Constitution of the Non-Governmental Organization
- Minutes of general meeting containing full names and signatures of founder members
- CVs of office bearers (Chairperson, Secretary and Treasurer)

- Personal particulars of office bearers
- Address and physical location of the head office of the Non-Governmental Organization
- Introductory letter from Iringa Regional or District Registrar for NGOs
- Application fee
- Any other as may be required by the Registrar.

Following the general meeting of the Founding Board Members attended also by the Transition Executive Team, the application was submitted to the NGO Registrar for registration of the LTA-NGO. The process is estimated to last several months, and be completed in December 2020, before January 2021, as outlined in LTA's contract modification.

FIRST GENERAL MEETING OF FOUNDING BOARD MEMBERS

The first general meeting of the Founding NGO Board Members took place on August 14, 2020 at the LTA office in Iringa. The five Founding Board Members and the Transition Executive Team attended the meeting. The purpose of this meeting was to provide a presentation and overview of the LTA's implementation progress and methodology for village land registration using MAST and TRUST to the proposed Founding Board Members, a discussion of LTA-NGO funding through various sources, review and approval of the LTA-NGO constitution, election of office bearers, collection of board member supporting documentation, and the preparation and signing of meeting minutes by office bearers. The meeting agenda and minutes are included in Annex II of this business plan.

The first general meeting of the LTA-NGO is a necessary step before the NGO can submit documentation to register as a Tanzanian NGO with the National Board of Coordination of NGOs within the Ministry of Health, Community Development Gender, Elderly, and Children. Before the NGO registration process can begin, the Board Members need to approve the NGO Constitution, sign the minutes of the general meeting, and provide personal particulars for the office bearers.

The minutes of the first general meeting of the Board are attached as Annex II.

TRANSITION PLAN ACTIVITY AND MILESTONE CHART

Table 2 shows the transition activities and milestones to be undertaken to launch the LTA-NGO.

Table 2: Transition Activity and Milestones

Transition Plan Activities and Milestones	2020										2021									
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Pre NGO-Registration Activities																				
Identification of Board Members																				
Meeting w/ Lawyers to Discuss NGO Registration																				
Selection of Board of Directors		■																		
Develop Vision, Mission Statement, and Objectives																				
NGO Constitution Drafted																				
Establish Transition Executive Committee																				
First Board of Directors Meeting				■																
Selection of Office Bearers (Chairperson, Treasurer, Secretary)				■																
Signing of NGO Constitution				■																
Draft Business Plan Submitted to USAID				■																
NGO Registration									■											
Confirm Requirements for Tax Compliance have been met																				
Bank Account Opening																				
Identify Banking Needs																				
Open NGO Bank Account																				
Determine Bank Signatories																				
Establish NGO Schedule of Authorities																				
Organizational Capacity Assessment																				
Conduct Organizational Capacity Assessment									■											
Training and Skills Development identified for NGO Staff																				
Hold Trainings for LTA & NGO Staff																				
Identifying Funding																				
Conduct Landscape Mapping of Donor-Funding Opportunities																				
Develop Funding Strategy																				
Understand Donor Funding																				
Review Donor Contracting Requirements																				

Transition Plan Activities and Milestones	2020									2021										
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop Strategic Plan																				
Review Business Plan and Update Accordingly																				
Develop Initial Annual Strategic Plan										■										
Board Review and Approval of Strategic Plan											■									
Operational Set-up																				
Establish Systems and Processes																				
Adapt and Develop Policies and Procedures (HR, Operations, Finance, Procurement, Security, Travel)																				
Assess Gaps between Existing and Required Systems and Processes																				
Finalize Transition Budget																				
Draft Financial Forecast for First Three Years																				
Identify Office Space																				
Assessment of Existing IT Infrastructure and Equipment																				
Receive Disposition of Goods from LTA																				
Communications and Outreach																				
Create NGO Awareness Campaign																				
Join Network(s) of NGOs/Organizations in Sector																				
NGO Personnel																				
Transition Executive Team Identified																				
Board of Directors Identified																				
Board of Director Officer Bearers Selected																				
Executive Transition Team Leading NGO Transition																				
General Meeting of NGO																				
Develop Handover from LTA to NGO																				
Staff Transition to NGO																				

KEY: ■ = Activity Ongoing; ■ = Milestone

REVIEW AND UPDATING BUSINESS PLAN

As the business plan is intended to serve as a living document that will frequently be revised and updated, from October through December 2020, the Transition Executive Team will meet on a monthly basis to review and update the NGO business plan. Once registration has been completed by January, the team will meet on a bi-weekly basis until the approval of the first year strategic plan. These meetings will allow the Transition Executive Team to outline and measure the NGO's progress, plan for upcoming milestones, identify challenges, and revise the plan as new information is received and core assumptions are challenged. The monthly review of the business plan will hold the team accountable, while also allowing sufficient time to prepare and plan for challenges and identifying the resources required to meet them. The consistent revision and update to the business plan will present a road map for the first year strategic planning process, which will be reviewed and approved by the NGO Board by March 2020.

STRATEGIC PLANNING

Within 30 days of registration of the LTA-NGO, the Transition Executive Team will prepare a one-year strategic plan which will cover, inter alia, the first year's work plan, communications plan, identification of funding sources, budgeting, marketing, and Standard Operating Procedures (SOPs). The Transition Executive Team will draw on relevant DAI/LTA templates and procedures such as LTA workplan and communication plan, HR management and competitive hiring procedures, field cost advances and liquidations templates, and other LTA protocols which are in full compliance with USAID rules and regulations. The Transition Executive Team will review the business plan and outline concrete actions to take to operationalize the LTA-NGO and assigning tasks as necessary amongst Transition Executive Team members. Once the first year's strategic plan has been completed, the Board will review and approve the Annual Strategic Plan and Standard Operating Procedures.

TRAINING AND CAPACITY BUILDING

As a newly created NGO, the Organization will require training and capacity building support to transition the LTA-NGO early in its tenure. LTA envisions that this support will come from several various sources and will be identified through an organizational capacity or needs assessment exercise. The organizational capacity or needs assessment will be conducted in FY '21 Q1, to identify high priority areas where the LTA-NGO will need resources, training, and capacity building support. Once these gaps have been identified, LTA will then identify resources such as local NGOs, consultants, and the DAI HO through STTAs to conduct targeted trainings and provide resources to build up the knowledge and capacity of LTA-NGO.

ORGANIZATIONAL CAPACITY ASSESSMENT (OCA)

LTA will conduct an organizational capacity or needs assessment to determine the resources that will be needed to operationalize the NGO. An organizational capacity assessment is a structured tool to facilitate a self-assessment of an organization's capacity, which is then followed by action planning to inform capacity improvements. Utilizing a self-assessment approach increases ownership of the action plan. The OCA will establish a baseline for the NGO and will be a tool that is used annually to measure progress and identify gaps.

ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)

To conduct the OCA, LTA may use an Organizational Capacity Assessment Tool (OCAT) to identify capacity and training needs. The OCAT is a tool that helps NGOs assess their operational capacity and identify strengths and areas for improvement. After the NGO is registered, the NGO Committee will identify a group that will conduct the OCA. There are several versions of OCATs that are freely available to use and have been developed by companies and organizations such as McKinsey and Company, USAID, CARE, and the European Centre for Development Policy Management (ECDPM). The Transition Executive Team will determine the best tool to conduct the OCA in FY'21 Q1 at the end of 2020.

TRAININGS

Once the organizational capacity assessment has been completed at the end of 2020, LTA will identify several trainings that will be conducted to LTA and NGO staff. Illustrative trainings that will be conducted in 2021 may include:

- NGO Governance
- Strategic Planning
- NGO Fundraising
- Grant Writing
- Coalition Building
- NGO Financial Management
- Correct use of NGO accounting system
- NGO Human Resources – Tanzanian Labor Laws and Disciplinary Procedures

OPPORTUNITIES AND CHALLENGES

Transitioning from donor funding to a local NGO is not without challenges, and LTA understands the need to highlight some of the opportunities and challenges that will face the NGO over its first several years of implementation.

OPPORTUNITIES

PROMOTION OF LTA'S VLR MODEL BY THE MINISTRY OF LANDS

LTA's Village Land Registration model has been accepted and adopted by the Ministry of Lands. On August 12, 2020, the Permanent Secretary for the Ministry of Lands instructed the Ministry Management Team to make sure that the new guidelines and regulations were approved. The Permanent Secretary requested LTA to share the beneficiary contribution model for uptake by the Ministry of Lands in other regions.

UPTAKE OF LTA'S MODEL BY MKURABITA

The Manager for Rural Property Formalization for MKURABITA, the government agency for tenure regularization, informed LTA that they are planning to conduct a rural land registration program in three regions, namely: Dodoma (Chamwino District), Morogoro (Kilosa District), and Iringa (Kilolo District) which will cover about 25 villages. The project plans to reach out to smallholder farmers involved in the cultivation of sugarcane and tea crops. The approach involves financial institutions such as Tanzania Agricultural Development Bank (TADB) and other commercial banks like NMB to finance cash crop cultivation as well as the land registration process. MKURABITA confirmed that it wants to use LTA's land registration model and MAST and TRUST. MKURABITA plans to send about ten technical staff from head office and staff from three District Land Offices for extensive training in Iringa. Although this will be done before the LTA-NGO is operating, it is indicative of the future opportunities for training and uptake of the model.

WORLD BANK LAND TENURE IMPROVEMENT PROJECT (LTIP)

LTA is well placed to secure funding through the World Bank Land Tenure Improvement Project (LTIP) for implementation of land registration in both village and urban areas as well as to provide training for other implementers using LTA's model and MAST and TRUST.

NETWORKING WITH LOCAL NGO'S

LTA has already developed strong links with local land sector NGOs such as: Lawyers' Environmental Action Team (LEAT), Participatory Ecological Land Use Management (PELUM), Tanzania Land Alliance (TALA), Land Rights Research and Resources Institute (HAKIARDHI), Tanzania Grass Roots Oriented Development (TAGRODE), Landscape Conservation in Western Tanzania (LCWT), Ujamaa Community Resource Team (UCRT), Private Agricultural Sector Support (PASS), Financial Sector Deepening Trust (FSDT), Land Rights Research and Resources Institute (LARRRI), and Pastoralists Indigenous Non-Governmental Organization's Forum (PINGOs Forum) all of whom have been trained or orientated in the MAST and TRUST approach. LTA will be able build on the credibility it has gained in the land sector in Tanzania and benefit from ongoing networking and sharing with these organizations.

NETWORKING WITH INTERNATIONAL NGOS (INGOS)

Similarly, LTA has collaborated with and trained staff from INGOs such as: Wildlife Conservation Society (WCS), World Wildlife Fund (WWF), UN Women, and Landesa Rural Development Institute.

NETWORKING WITH USAID IMPLEMENTING PARTNERS

LTA has forged close links with USAID's implementing partners, some of whom have been trained in the MAST and TRUST approach for their projects. LTA trained WARIDI, a WASH program for the purposes of village land registration. LTA trained Landscape Conservation in Western Tanzania (LCWT) a project working in villages adjacent to the chimpanzee reserve for the purposes of village land use planning and conservation. LTA trained Wildlife Conservation Society (WCS) for the purposes of maintaining wildlife corridors in villages adjacent to major reserves. LTA has worked closely with other USAID implementing partners such as NAFKA, Mboga na Matunda, AY, and SAGCOT sharing its skills and experiences and has collaborated with them where their activities correlate with those of LTA. LTA is well placed to work with other USAID implementing partners in the future and to potentially subcontract to them.

NETWORKING WITH ACADEMIC INSTITUTIONS

LTA has a Memorandum of Understanding with Ardhi University, works closely with them, and trains their staff and students in the MAST and TRUST approach. A Senior Lecturer in Land Valuation at Ardhi University is the Chairperson of the LTA-NGO Board. Efforts are underway to get the MAST and TRUST approach into the academic curriculum. LTA has recently fostered links with Sokoine University. LTA's relationship with these academic institution's augers well for future collaboration in research, training, and disseminating the MAST and TRUST approach.

CHALLENGES

SOURCING DONOR FUNDS

The beneficiary contribution model will cover the direct costs of providing CCROs and limited overhead costs. Training and consultancy work will be another source of funding however there will be funding shortfalls, and this will need to be made up by donor funds. The current environment and the COVID-19 pandemic have resulted in some international donors scaling down their activities in the land sector such as SIDA and DANIDA, and DFID which has been disbanded.

POLITICAL INTERFERENCE

LTA has established an exceptionally good working relationship with government at high levels. The upcoming national elections pose a challenge in respect of uncertainty and potential political interference at both local, regional, and national levels.

MAINTAINING GOOD GOVERNANCE

Ensuring a balance between limited funding and the need for ongoing capacity building to ensure strategic planning, communications, funding applications, good governance and financial management is a challenge. LTA will provide the initial training and capacity building, however this will need to be maintained.

IV. OPERATIONS AND FINANCIAL MANAGEMENT

FINANCE AND OPERATIONS

After NGO registration is complete, from around March 2021, LTA will introduce a new accounting package that will run parallel with the DAI Field accounting system (Dynacom Accounting system). The new system will be used to record, process, and analyze all accounting information of the NGO.

The most common and recommended accounting package is QuickBooks but other packages like Sun system, MYOB, and Pastel are also suitable for the NGO depending on the cost affordability by the NGO and whether the system can grow with the needs of the organization, as changing systems can be disruptive, and using external systems like Excel for reporting can lead to errors and wasted effort.

All finance staff will require a refresher training on the usage of the package to familiarize themselves with all system features to enhance the operation of the NGO finance activities.

The NGO will prepare its own Standard Operating Procedures (SOP) that will provide policy and procedures in support for the use and guidance of all NGO Staff.

If approved by DAI, the NGO will adopt the relevant forms from the DAI Field Operations Manual and change them to the NGO logo to facilitate the documentation during the implementation of both technical and operations activities of the NGO.

Apart from the initial NGO registration by the Board that will give the NGO a separate legal identity, the Finance and Operation in cooperation with other Executive team members of the NGO will register the NGO to the following Authorities for compliance with the laws of the United Republic of Tanzania

- Tanzania Revenue Authority (TRA)-To obtain the Tax identification Number (TIN)
- Medical Insurance
- Workers Compensation Fund (WCF)-To obtain the registration number of the NGO
- National Social Security Fund (NSSF)-To obtain the registration number of the NGO

Further to the above, the NGO will register with MIC Tanzania for Tigo Platform or any other Platform for effective and less risky disbursement and collection of the NGO funds for beneficiary contribution model.

FUNDING SOURCES

BENEFICIARY CONTRIBUTION MODEL

LTA is currently operating on a beneficiary contribution model where a contribution of TZS 30,000 (\$13.00) is required from each CCRO holder per CCRO to cover these costs in an average size village of 1,500 land parcels. The amount of required beneficiary contribution is based on actual costs identified by LTA. LTA has consistently shown that the cost of adjudicating, demarcating, registering, and printing a CCRO is, on average, less than \$10 per CCRO. To determine the cost of implementation on a village level, the cost also includes the following:

- Per diem payments to LTA fieldworkers, District Land Office, and other district department field and registration staff as well as per diem payments to residents involved in the implementation process, such as adjudicators, parasurveyors, and members of Village Councils, Village Land Use Management Committees, and Village Adjudication Committees.
- Transportation costs from the District Land Office to the field; direct costs related to procuring the required legal stationery, stamps, and printing cartridges; preparing and printing CCROs; delivering CCROs to Village Registry Offices; and costs associated with village issuance ceremonies.
- An additional estimated cost of \$1.00 per CCRO for the rehabilitation and furnishing of Village Registry Offices.
- Land use planning costs, based on LTA's experience, of \$1,800 to \$2,000 for each VLUP.
- The estimated cost for rectifying village boundaries of \$500.00 per village.

Table 3 shows the estimated expenses associated with VLR implementation per CCRO which can be recovered through the beneficiary contribution model.

Table 3: Expenses Associated with Implementation of VLR per CCRO

Item	Per CCRO (in USD)	Per CCRO (in TZS)
CCROs	\$10.00	TZS 23,000
VLUPs	\$1.34	TZS 3,082
VLC Rectification	\$0.33	TZS 759
Village Registry	\$1.00	TZS 2,300
Total	\$12.66	TZS 29,118

It has become apparent that the base cost of TZS30,000 can be increased for land holders who demarcate land parcels greater than five acres. It is anticipated that the rates will increase proportionally to the size of the land parcels.

TRAINING

LTA-NGO will be able to derive funding from training fees for other implementing partners and stakeholders in the land sector. Trainings currently conducted are orientation sessions (half to one day) and five-day intensive training including field trips. It is anticipated that LTA-NGO will be able to charge \$1,000 for five-day training programs and \$250 for initial orientation programs. LTA-NGO has the capacity to provide five intensive trainings per year and five orientation trainings per year. Should demand increase this capacity can be increased as required.

CONSULTANCY WORK

LTA-NGO will be able to position itself to undertake consultancy work such as field research, conducting surveys and data collection for example for the current WGDP program. LTA-NGO could offer these services to donors, their implementing partners, and the private sector for investment purposes.

The top of Table 3 outlines the estimated income from the production of CCROs, consultancy work, and trainings to other organizations and programs. It is estimated that in the first year of operation, the NGO will have a funding shortfall while the NGO secures additional funding through grants, contracts, consultancy services, and trainings. This funding shortfall will need to be identified in the beginning of 2021, in order to identify and securing funding when LTA-NGO transitions staff in October 2021.

DONORS

During the FY '21 Q2, LTA will conduct a donor landscape mapping exercise to understand the various donors implementing land sector programs in Tanzania. The Transition Executive Team will conduct this exercise to help identify potential funding sources for the NGO. LTA is well positioned to conduct this exercise and is knowledgeable of funders implementing in the sector.

DFID, DANIDA, SIDA

On July 10, 2020, LTA held discussions with DANIDA and DFID representatives to update their implementation progress during COVID 19 pandemic. DANIDA staff are working from home and have not planned any new land projects soon, and are directing their efforts to assist the financial sector. DFID has suspended all new projects and also has no land projects planned. DFID's efforts during this period will be supporting agribusiness related projects and giving grants to projects that have been affected by the pandemic to recover.

WORLD BANK

On July 9, 2020, LTA held a follow-up discussion with a World Bank representative to get an update on the Land Tenure Improvement Project. The WB representative informed LTA that the project was scheduled to commence in July 2020 as the Bank had finalized all procedural requirements for the startup, however, the Ministry of Finance had not yet approved. The delay may be because of the General Election, which is to take place in October. LTA-NGO is well positioned to access funds from this program when it eventuates.

PRIVATE SECTOR

In addition to identifying funding from donors in the form of contracts and grants, LTA-NGO will seek to offer consulting services and trainings to private sector actors. Private sector investors in land will be in the market for obtaining land registration, for example, in the case of out grower schemes.

GOVERNMENT OF TANZANIA

The GoT does issue contracts for land registration for both urban and village land when donor funding is available. LTA will be able to offer its services to the government for this purpose.

ANNEX I: LTA-NGO CONSTITUTION

THE CONSTITUTION

OF

**TANZANIA LAND TENURE ASSISTANCE NGO
(LTA)**

ASAS Building, A104 Uhuru Avenue, Iringa

Tanzania

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PART I: PRELIMINARY

ARTICLE 1: NAME OF ORGANISATION

The name of the Organisation shall be Tanzania Land Tenure Assistance (LTA)

ARTICLE 2: INTERPRETATION

Unless the context otherwise requires in this Constitution:

“**The Act**” shall mean the Non-Governmental Organisations Act No.24/2002 as amended from time to time

“**Organisation**” Shall mean Tanzania Land Tenure Assistance (LTA)

“**The Board**” shall mean the Board of Directors of the Organisation

“**Registrar**” shall mean the Registrar of Non-Governmental Organisations

“**Office Bearers**” shall mean Chairperson, Secretary, Treasurer

ARTICLE 3: PREAMBLE

The Tanzanian Government has made great efforts to ensure that all citizens have secure land tenure, however only 5% of land is registered because of the prohibitive cost of land registration.

The Tanzania Land Tenure Assistance (LTA) is a non-governmental organization focused on applying a sustainable, participatory, and cost-effective land administration process.

The members of Tanzania Land Tenure Assistance (LTA) have committed to have an organization governed and managed with vision and leadership to serve individuals, families, and communities in Tanzania.

ARTICLE 4: REGISTRATION

The organization shall be registered in accordance with the NGO Act No.24/2002 amended from time to time.

ARTICLE 5: HEAD OFFICE

The Organization shall have its registered head office in the Municipality of Iringa and Iringa Region and whose postal address shall be ASAS Building, A104 Uhuru Avenue, Iringa, Tanzania.

ARTICLE 6: AREA OF OPERATION

The Organization shall operate in Tanzania Mainland.

PART II: VISION, MISSION, AND OBJECTIVES

ARTICLE 7: VISION STATEMENT

A community with improved livelihoods by accessing economic opportunities through secure and documented land tenure.

ARTICLE 8: MISSION STATEMENT

Facilitate the effective management of land resources in Tanzania, through the implementation of sustainable, participatory, and cost-effective land use planning and land registration processes that respect women's, youth and pastoralists' land rights, support wildlife conservation, and depend on cost recovery from land claimants.

ARTICLE 9: OBJECTIVES

The objectives of LTA are:

- e. Identify gaps in land administration and advocate for modifications to policy makers
- f. Promote the uptake of new technologies for digital data capture systems for land registration in Tanzania.
- g. Empower rural and urban communities to access land administration services.
- h. Promote gender equality in land ownership.

PART III: MEMBERSHIP AND TYPES OF MEMBERS

ARTICLE 10: MEMBERSHIP

Membership to the Organization shall be voluntary and open to any Tanzanian who has attained the age of 18 years and above, of sound mind, who has professional experience in land registration and who has particular skills to share in supporting and promoting vision, mission and objectives of the Organization.

ARTICLE 11: TYPES OF MEMBERS

- a. Founder Members: these are members who have taken the initiative to establish this Organization.
- b. Ordinary Members: these are members who are admitted as members subsequent to the registration of the organization by majority vote of the founder members.

ARTICLE 12: RIGHTS AND OBLIGATIONS OF MEMBERS

The rights and obligations of the members are:

- a. To elect/vote and be elected/voted in the leadership of the Organization
- b. Right to be heard
- c. To attend General Meeting
- d. Participate in all Organization activities as he/she may be required to do so
- e. Receiving information of the Organization progress by any means of communication
- f. To pay fees that is prescribed by the General Meeting
- g. To attend all meetings that requires his/her presence
- h. To participate in all the activities of the Organization as planned
- i. To keep confidential all matters and decisions of the Organization

- j. All members shall have the right to receive a stipend for attendance at meetings and for services rendered to the Organization.

ARTICLE 13: CESSATION OF MEMBERS

Members shall cease if any the following happens:

- a. By resignation
- b. Expulsion for misbehavior, failure to adhere to Organization's resolutions and this Constitution
- c. Failure to attend three consecutive General Meeting without reasonable information
- d. Incapability to perform his/her obligations due to mental disorder
- e. Death.

PART IV: OFFICE BEARERS, ELECTION AND TERM OF LEADERSHIP

ARTICLE 14: CHAIRPERSON

At the first General Meeting of the Organization the members shall elect a Chairperson from amongst themselves who shall serve as the Chairperson of the Board who:

- a. Shall preside over the General Meeting of the Organization and the Board of Directors Meetings
- b. Shall be the spokesperson for the Organization
- c. Could be nominated as a signatory of the bank account.

ARTICLE 15: SECRETARY

At the first General Meeting of the Organization the members shall elect a Secretary from amongst themselves who shall serve as the Secretary of the Board who:

- a. Shall call meetings in consultation with the Chairperson
- b. Shall arrange schedule of duties in the office
- c. Shall receive all letters including application letters from new members and directors, and to submit them to the Directors at the Board Meeting or Members at the Annual General Meeting for approval
- d. Shall keep all documents of the Organization
- e. Could be nominated as a signatory to the Organizations bank account.

ARTICLE 16: TREASURER

At the first General Meeting of the Organization the members shall elect a Treasurer from amongst themselves who shall serve as the Treasurer of the Board who:

- a. Shall receive and keep all the money of the Organization
- b. Shall prepare the annual budget and estimates of the Organization to be presented to the General Meeting
- c. Shall keep all records of assets, records of accounts and books of account
- d. Shall prepare financial records of statements of income and expenditure and submit the said documents together with audited report to the General Meeting
- e. Could be nominated as a signatory to the bank account
- f. Shall keep records of all assets of the Organization.

ARTICLE 17: ELECTION AND TERM OF LEADERSHIP OF OFFICE BEARERS

The office bearers of the Organization shall be elected by the General Meeting among the members and hold office for a period of one (1) year and may be reelected for another term of one (1) year up to a maximum of three (3) consecutive years.

PART V: BOARD OF DIRECTORS

ARTICLE 18: ESTABLISHMENT OF THE BOARD OF DIRECTORS

- a. There shall be a Board of Directors composed of the Chairperson, Executive Secretary, Treasurer and other two members appointed by General Meeting
- b. Members of the Board shall hold the office for one (1) year and may be reelected for another term of one (1) year up to a maximum of three (3) consecutive years
- c. Board of Directors shall hold meetings twice a year or at any time in case of emergency
- d. Quorum shall be 2/3 of the Board members.

ARTICLE 19: FUNCTIONS AND DUTIES OF BOARD OF DIRECTORS

- a. To make Rules and Regulations
- b. To protect and advance the image of the Organization
- c. To recruit staffs
- d. To participate in developing Organization's Strategic plans
- e. To appoint auditor(s)
- f. To convene projects to be carried out by Organization, conduct or cause to be conducted feasibility studies for such project and submit the same for approval by the General Meeting
- g. To form different committees of the Organization where necessary.

PART VI: GENERAL MEETING (ORDINARY AND SPECIAL)

ARTICLE 20: COMPOSITION OF GENERAL MEETING

- a. General Meeting shall be a supreme organ of the Organization composed of all members of the Organization
- b. The decisions in this meeting shall be by majority vote of members attended the meeting.

ARTICLE 21: POWERS/FUNCTIONS OF THE ORDINARY GENERAL MEETING

- a. Discuss new members for admission and discipline and expel members
- b. Discuss and approve annual budgets, plans, physical and financial implementation reports
- c. Amend the Constitution
- d. Electing office bearers of the Organization
- e. Approve issues originated from the Board of Directors
- f. To appoint Board of Directors.

ARTICLE 22: ANNUAL GENERAL MEETING

- a. There shall be Annual General Meeting of the Organization held once a year in May
- b. Notice shall be given to all members thirty (30) days before the meeting
- c. Quorum shall be 2/3 of the members.

ARTICLE 23: EXTRA ORDINARY GENERAL MEETING

- a. The Chairperson, at his or her own discretion, or at the written request of the Chief Executive Officer (CEO), or at the written request of the majority of members, shall convene a Special General Meeting of the Board to make a Special Resolution on any urgent issue that cannot wait for a General Meeting
- b. Notice shall be given to all members fourteen (14) days before the meeting
- c. Quorum shall be 2/3 of the members.

PART VII: FINANCIAL MANAGEMENT, CONSTITUTION AMENDMENT, DISSOLUTION AND CONFLICT RESOLUTION

ARTICLE 24: FINANCIAL YEAR

The Financial year of the Organisation shall be between 1st January and 31st December of the calendar year.

ARTICLE 25: SOURCES OF FUNDS

The sources of funds for the Organization shall be:

- a. Fundraising
- b. Grants
- c. Donations
- d. Income generating activities.

ARTICLE 26: USES OF FUNDS

Funds however obtained shall solely be applied towards the promotion of the objectives of the Organization.

ARTICLE 27: BANK ACCOUNT

There shall be a bank account opened in the name of the Organization. The Chairperson and Treasurer shall be the signatories of the Bank Account of the Organization and such other persons as may be determined by the Board from time to time. For any transaction to be affected there must be signatures of two signatories among the three signatories.

ARTICLE 28: CONSTITUTIONAL AMENDMENTS

Any part, clause of this Constitution may be removed, added, or amended by the General Meeting by 2/3^{rds} of the eligible members present and voting.

ARTICLE 29: DISSOLUTION

- a. The Organization may be dissolved by a resolution passed at the General Meeting, by at least a two thirds majority of members eligible to vote or by operation of law
- b. In the event the Organisation is dissolved, all assets remaining after payment of debts shall be transferred to another Non-Governmental Organisation registered under the Act with similar objectives with this Organisation.

ARTICLE 30: CONFLICT RESOLUTION

- a. Whenever a conflict arises within the Organisation; the Board will be responsible to settle the dispute

- b. If the Board fails to handle the dispute, the matter will be referred to the General Meeting and if the General Meeting also fails to resolve the matter will be referred to the Registrar.

LIST OF FOUNDER MEMBERS

NO.	NAME OF MEMBER	SEX	NATIONALITY	POSITION	PHONE NUMBER	SIGNATURE
1	Dr. Agnes Mwasumbi	F	Tanzanian	Chairperson	+255755382622	
2	Mr. Salutarius Kessy	M	Tanzanian	Secretary	+255754277410	
3	Ms. Suzana Mwangoka	F	Tanzanian	Member	+255754311802	
4	Ms. Imaculata Senje	F	Tanzanian	Member	+255784844676	
5	Mr. Kilasi Mwakilasi	M	Tanzanian	Treasurer	+255756568963	

ANNEX II: FIRST MEETING AGENDA AND MINUTES

SCHEDULE FOR THE ONE-DAY SITTING OF THE PROPOSED BOARD MEMBERS TO DISCUSS LTA IMPLEMENTATION STATUS, REVIEW AND SIGNING OF THE PROPOSED NGO CONSTITUTION AND REGISTRATION SUPPORT DOCUMENTS

AUGUST 14, 2020

TIME	AGENDA	RESPONSIBILITY
8:30-8:45	Introduction of Participants and Welcome remarks	
8:45 -10:00	<p>LTA Presentation and project overview:</p> <ul style="list-style-type: none"> ○ Project overview and LTA experience on Village Land Registration using MAST and TRUST) ○ MAST Demonstration ○ GIS Data management systems: Attribute and Spatial Data Corrections from the field, Data analysis and correction. 	
10:00 – 10:30	TEA BREAK	All
10:30 – 13:00	<p>General discussion on:</p> <ul style="list-style-type: none"> ○ Funding of the NGO through beneficiary costs, donor support and trainings ○ The sustainability of the organization ○ Ideas on improving the rate of beneficiary contributions ○ The uptake of MAST, and TRUST (post-registration) 	
13:00-14:00	LUNCH	All
14:00 – 15:00	<ul style="list-style-type: none"> ○ Review and Approval of the Constitution for LTA NGO ○ Election of the board leadership (Chairperson, Secretary and Treasurer) ○ Agreement to submit personal details required for registration (CVs, passport size photos, copies of members' national identification cards or passport) 	
15:00 – 16:00	<ul style="list-style-type: none"> ○ Preparation of Minutes of the meeting held by the founding members containing their full names and their signatures appended thereto ○ Signing of Constitution and the minutes by the office bearers 	
16:00 – 17:00	<ul style="list-style-type: none"> ○ AOB ○ Final remarks from Board leaders ○ Closing the meeting 	

LAND TENURE ASSISTANCE (LTA)

MINUTES OF THE GENERAL MEETING OF FOUNDER MEMBERS FOR LTA-NGO HELD ON 14TH AUGUST 2020 AT LTA OFFICE IN IRINGA

AGENDA

1. Welcome remarks
2. General Discussions on Sustainability and Funding of LTA – NGO
3. Approval of the proposed LTA constitution
4. LTA-NGO Registration
5. Election of the NGO leadership
6. Closing of the meeting

PARTICIPANTS:

SN	Name	Gender	Position
1.	Dr. Agnes Mwasumbi	F	Chairperson
2.	Mr. Salutarius Kessy	M	Secretary
3.	Ms. Suzana Mwangoka	F	Member
4.	Mr. Kilasi Mwakilasi	M	Member
5.	Ms. Imaculata Senje	F	Member

Agenda No 1: Welcoming remarks

The chairperson officially opened the meeting at 10:30am and welcomed the founding members.

Agenda No 2: General Discussions on Sustainability and Funding of LTA – NGO

Funding

The Chairperson allowed the founder members to give their ideas and discuss on how LTA NGO will be sustained and funded. Experience has shown that funding of NGO is a critical situation in operation of NGOs. LTA NGO as newly formed needs to look for ways to fund its operations. After long discussions board members approved the following sources as means for funding the NGO:

- LTA – NGO will be funded by promotion and implementation of beneficiary of contribution model.
- LTA – NGO will internally generate funds through promotion and uptake of MAST and TRUST.
- LTA – NGO will obtain funds from donors through grants proposal writings.
- Contribution from members.

Sustainability

For the LTA NGO to be effective and sustainable board member suggested and deliberated the following items:

- That a Business Plan should be prepared that outlines roles and responsibilities of board and office bearers and LTA NGO staff.
- Agreed that for sustainability of NGO commitment of board members is highly required and especially important.
- Proposed to prepare operational manuals.
- Agreed to prepare policies and regulation, including financial, procurement, human resources, and asset management policies.
- Proposed to prepare a transparent and effective management system.

Beneficiary Contribution Model

LTA beneficiary contribution model is a new initiative in land registration in Tanzania. The board members discussed on beneficiary contribution by village residents and gave some ideas on how to make it more effective.

- Agreed that awareness campaign is critical and crucial to improving the rate of contributions.
- Proposed that payment in installment should be allowed, in agreement with residents.
- Proposed to target harvesting season to work with village residents.
- Proposed cooperatives to loan villagers for demarcation and adjudication of their land parcels.
- Advised that successful villages on beneficiary contribution model should work with LTA – NGO to visit other villages and tell their success stories to promote contributions.

Uptake of MAST and TRUST

On the issue of uptake of MAST and TRUST, board members advised LTA to accelerate uptake by intensive communication and public outreach techniques to be applied. This includes preparation of documentaries, Website, the use of Social Media platforms, brochures, coordinating meetings with donors, taking part in different policy forums and hold meetings on land related issues.

Agenda No 3: Approval of the proposed LTA constitution

Founder members made some changes on LTA – NGO constitution and agreed to change the ARTICLE 9 which stipulates the objectives of LTA – NGO Constitution as displayed in the current LTA – NGO

constitution. After making the changes to the constitution, the founder members approved the LTA NGO constitution.

Agenda No 4: Election of the LTA NGO leadership

The founder members elected the following to be office bearers of the newly formed LTA NGO

Dr. Agnes Mwasumbi as Chairperson of LTA – NGO

Mr. Salutarius Kessy as Secretary of LTA – NGO

Mr. Kilasi Mwakilasi to Treasurer of LTA – NGO

Agenda No 5: LTA-NGO Registration

For the purpose of sustainability of Tanzania Land Tenure Activity, founder members discussed the need for registration of land of Tanzania Land Tenure Assistance NGO. They agreed that the process for registration should start with immediate effect. Two founder members were given an assignment to compile all requirements for NGO registration and complete registration.

Agenda No 6: Closing the Meeting

The Chairperson thanked the members for attending and accepting the role of being founder members to newly established LTA NGO.

The Chairperson officially closed the meeting at 03:30pm.

**FOUNDER MEMBERS OF THE GENERAL MEETING FOR LTA-NGO HELD ON 14TH
AUGUST 2020 AT LTA OFFICE IN IRINGA**

NO.	NAME OF MEMBER	SEX	NATIONALITY	POSITION	PHONE NUMBER	SIGNATURE
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