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Dennis Akaa, the DYNAMIC Youth Engagement Advisor, Jane Lowicki-Zucca and Emmanuel Otim the DYNAMIC Project Director and Deputy Programme Director for the review of the Manual.

A lot of input was also gathered from ActionAid Mityana Project Community Training Handbook, VSO Jitolee WRV Training, Ministry of Gender, Labour and Social Development’s Participatory Children & Youth Appraisal Trainers’ Guide and the Ponlok Khmer Community Training Guide.
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<td>AQR</td>
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The DYNAMIC Programme

The Driving Youth-led New Agribusiness and Microenterprise (DYNAMIC) programme is funded by the MasterCard Foundation and is implemented by consortium of INGOs in Uganda including GOAL (Lead Agency), Mercy Corps, VSO and Restless Development. The DYNAMIC Programme will strengthen systems and facilitate the creation of sustainable economic opportunities for disadvantaged Ugandan youth. DYNAMIC’s overall goal is to increase the number of young people who are in secure employment or self-employment and to promote effective and efficient agricultural market systems for youth. Through a market-driven and holistic approach, DYNAMIC will engage an array of public and private sector actors to increase access to goods, services, markets, information and productive and social assets to increase productivity of Ugandan agribusinesses and non-farm enterprises.

DYNAMIC will reach 125,000 out-of-school youth aged 15 – 24 living in peri-urban and rural areas within nine districts of northern Uganda over five years. Through an innovative, market facilitation approach, DYNAMIC will promote long term efficiency in existing agricultural systems. Youth already engaged in on-farm activities will move from subsistence to more productive and profitable farming. DYNAMIC will increase the employability of Ugandan youth by facilitating access to demand-driven technical skills, knowledge and market information that directly respond to business opportunities in the agricultural sector. In parallel, DYNAMIC will link agribusinesses and microenterprises to market opportunities and diverse stakeholders, and ensure they can utilize appropriate (formal and informal) financial services. DYNAMIC’s design recognizes that youth are a diverse age group requiring tailored interventions to fit their stage in life and transition into the workforce. In particular, DYNAMIC will ensure that participating youth, particularly young women, are engaging in appropriate, safe, and productive economic opportunities.

About the Facilitator’s Handbook

This Group Dynamics Training Facilitator’s Handbook was developed in response to a field visit that was conducted by the Restless Development team to the DYNAMIC Programme, between July 10-21, 2017, in the nine districts of Lira, Gulu, Omoro, Lamwo, Kitgum, Pader, Agago, Abim and Kaabong. The field visit sought to establish the performance of the youth engagement aspects of the DYNAMIC programme, specifically the performance of the Volunteer Peer Educators (VPEs) and the youth groups. One of the findings from the field visit was that the capacity of the groups was very low, and if the VPEs were to withdraw their support to the groups, more than 80 percent of them would collapse. Most groups visited did not have any group bye-laws, had shaky leadership structures and did not have coherent activities to guide their operations. This is partly due to the fact that the current modules being delivered by the VPEs, namely; Life Skills, VSLA Methodology, Business Skills and Financial Literacy did not in any direct way address Group Capacity issues, and therefore modules on Group Dynamics were found to be of relevance. The aim of the Group Dynamics Training Facilitator’s Guide is to equip Volunteer Peer Educators with relevant skills to engage and transfer Group Capacity Development Skills to young people so that they can implement activities necessary for a group to be successful.

This Facilitator’s Handbook has 3 modules: Introduction to Groups, Group Leadership & Management and Group Management Committees. The modules are further broken down into 6 sessions that can be covered over 10 weeks (approximately 3 months).

Module one is about understanding Groups and components of strong groups.

Module two is about Group Leadership and Management and within it the key definitions are highlighted, functions of management discussed and the various leadership styles and skills are discussed in detail.

The last Module is about Group Management Committees where the qualities and roles of Group management Committee members are presented. The Groups will also elect their Management Committees (if they do not already have any) and develop or review their Constitutions.

It is anticipated that if participants complete this course, the performance and capacity of their Groups will be improved leading to improved outcomes for young people who are group members.

Group Dynamics in the DYNAMIC Programme

One of the central objectives of the DYNAMIC programme is the provision of microenterprise skills and knowledge to young people in Northern Uganda so that they start and manage successful small businesses, that can increase their income levels and untie them from the poverty trap. The following Frequently Asked Questions (FAQs) underpin our Group Dynamics Training.
What is a Group?

A group is two or more people with common interest coming together for a purpose. A group can also be defined as a number of individuals from the same place who have been motivated to come together to follow up a common interest. Their interest may be related to economic (e.g., Savings and credit), or social development.

A Group can also be defined as two or more individuals who are connected to one another by social relationships (Forsyth, 2006).

What are Group Dynamics?

Group dynamics or group process describes the way in which any group of humans interacts and develops as a group, and the relationship between the group and the individuals within it (AQR, 2017).

Why do we care about Group Dynamics?

The overarching goal of the DYNAMIC programme is to empower young people out of school in Karamoja and Northern Uganda to improve on their levels of income. To do this, Groups of young people are identified and supported through different interventions including training, access to subsidized seeds and tillage services as well as linkage to Private Sector actors who provide the needed market for the young people’s products. Understanding how groups interact and what might cause problems in a group, can help us to improve group performance, communication, and cohesiveness, and therefore improve their effectiveness and capacity to deliver services to their members a majority of whom are young people.

Who should facilitate the Group Dynamics Training?

This manual can be facilitated by anyone working to empower youth such as Private Service and Education Providers (PSEPs), Peer mentors, Youth leaders, Agents of agribusinesses and staff of NGOs working in agriculture or related development interventions and Vocational Training Institutions instructors among others.

For a person to be a Facilitator, some level of formal education is needed and the person will be required to undergo a Training of Trainers (TOT) course.

Who can be a participant in the Group Dynamics Training?

This material is developed for young people participating in the DYNAMIC programme, however, it can also be used by other agencies that are supporting youth development programmes. Therefore, all out of school youth aged 15-24 participating in the programme will benefit from business skills training to enable them set up businesses as a form of employment.

For one to undergo this training, one must have started with Life Skills training as a foundation course for all youth participants of the programme.

Basic literacy is needed for one to take up the training as participants are expected to develop their own business plans.

Suggested schedule for training

The full duration of the training is 20 hrs. Covering 12 sessions for 12 weeks. The course will therefore take 3 months to complete if the sessions are conducted continuously without any break.

Each group will have at least 1 session per week with each session taking 2hrs. Where participants have found difficulty in comprehending certain topics, the Facilitator should not hesitate to repeat it. A Facilitator can conduct more than a session in a week according to the abilities and demands of the group members.

Absenteeism policy. There is no policy on absenteeism but it is advisable that all members endeavor to attend all the sessions. From experience, participants with a more than 75 percent attendance record, will establish and run better businesses than their colleagues who show a poor attendance record.

Group composition for training

The group size/membership shall be between 25-30 people. It is strongly advised that the groups are either mixed or single sex depending on the needs and wishes of the groups.
Each group shall have two facilitators for effective delivery of the manual. One such trainer should be a trained Peer Educator and the other, an apprentice identified and selected from among group members. Peer Educators must dedicate some time to build the capacity of their Apprentices and ensure that they progressively co-facilitate the sessions.

**Preparation to conduct the sessions**

Before each session, facilitators are encouraged to read and prepare adequately while considering local contexts and generating local examples that can help them to bring home the facts and information to the participants. Situations given in the manual can be adapted as and when needed to suit the environment where sessions are being conducted.

The facilitator will need to have flip charts, pens, note books, pencils and chalk where the participants are literate and wish to write down some facts. Where most participants cannot read and write, the facilitator should use local materials such as stones, leaves, sticks, grass and drawings to represent their concepts.

**Monitoring & Evaluation plan**

For youth participants, there will be no formal assessment except pre-test and post-test at the end of every module to ascertain the knowledge gained at the end of the training. This will be documented for reference in future.

Participants will also be supported to develop business plans for themselves during the training. Attempts will also be made to follow up participants who will progress to start-up businesses using the knowledge gained from the training as case studies.
Sequence of the Modules

The modules are arranged in chronological order, so that participants progressively develop a set of skills that will enable them to develop their group. However, participants who have had previous training in some of the Modules can work with the Facilitators to choose the modules they wish to be trained in. The Facilitators will assess the capacity of each participant, and provide the required supportive supervision after the trainings, to maximize the impact of the application of the knowledge and skills acquired.

<table>
<thead>
<tr>
<th>Modules</th>
<th>Sessions</th>
<th>Time Allocation</th>
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<tbody>
<tr>
<td><strong>Module 1</strong></td>
<td><strong>Introduction to Groups</strong></td>
<td><strong>8 Hrs</strong></td>
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<tr>
<td>Session 1.1</td>
<td>Understanding Groups</td>
<td>4 Hrs</td>
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<tr>
<td>Session 1.2</td>
<td>Components of Strong Groups</td>
<td>4 Hrs</td>
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<tr>
<td><strong>Module 2</strong></td>
<td><strong>Group Leadership and Management</strong></td>
<td><strong>8 Hrs</strong></td>
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<tr>
<td>Session 2.1</td>
<td>Defining Management and its Functions</td>
<td>2 Hrs</td>
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<tr>
<td>Session 2.2</td>
<td>Introduction to Leadership Skills</td>
<td>6 Hrs</td>
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<tr>
<td><strong>Module 3</strong></td>
<td><strong>Group Management Committees</strong></td>
<td><strong>8 Hrs</strong></td>
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<tr>
<td>Session 3.1</td>
<td>Overview of Group Management Committees</td>
<td>2 Hrs</td>
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<tr>
<td>Session 3.2</td>
<td>Qualities and Roles of Group Management Committee Members</td>
<td>2 Hrs</td>
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<tr>
<td>Session 3.3</td>
<td>Election of Group Committee Members and Development or review of Group Constitution</td>
<td>4 Hrs</td>
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**Module 1: Introduction to Groups**

<table>
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<th>Sessions</th>
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<tr>
<td>Session 1.1: Understanding Groups</td>
<td>4 Hrs</td>
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<tr>
<td>Session 1.2: Components of Strong Groups</td>
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**Goal**

To raise awareness of the benefits of working in groups, and of the factors necessary for a group to be successful.

**Objectives**

By the end of the Module, participants should be able to:
1. define what a group is
2. discuss the different types of groups
3. discuss the stages of group formation
4. understand leadership and management in groups
5. discuss the potential benefits of working in groups
6. list factors which can cause a group to fail
7. list factors which are necessary for a group to be successful
8. discuss different group activities

**Time Required**

8 Hrs.

**Session 1.1: Understanding Groups**

**Introduction**

Groups are very important in the development of communities and individual households. By nature, no individual is born complete, and every person must work with others to attain development. Groups or Associations help to bring people with common interests and goals together to work for transformative change in their households and communities. This Module introduces participants to the concept of groups and looks at reasons why people join groups, and why certain groups succeed and others fail.

**What is a Group?**

A group is two or more people with common interest coming together for a purpose. A group can also be defined as a number of individuals from the same place who have been motivated to come together to follow up a common interest. Their interest may be related to economic (e.g. Savings and credit), or social development.

A Group can also be defined as two or more individuals who are connected to one another by social relationships (Forsyth, 2006).

People are motivated to join groups when they can see some likely direct or indirect benefit to themselves, or their families, through their membership. Some of the different considerations which motivate people to join groups are:

<table>
<thead>
<tr>
<th>Financial Considerations</th>
<th>Social Considerations</th>
<th>Political Considerations</th>
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<tbody>
<tr>
<td>Group membership allows for; • better mobilization of resources • better utilization of resources • better production or marketing</td>
<td>Group members can; • acquire/share new ideas/experiences • mix with others • promote public relations</td>
<td>People join groups for; • leadership purposes • security reasons • personal satisfaction</td>
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</table>
Key Questions to think about when forming a Group

Some key questions to think about in forming a group are:
1. Why is the group being started?
2. What problems does the group want to solve?
3. What common interest will group members have?
4. How many people will be in the group?
5. What benefits will members get from belonging to the group?

Types of Groups

- **Formal Groups**: These are groups that are organized and legally recognized and registered. These Groups have leadership structures, written down By-Laws or constitutions and follow specific guidelines in all their work. A majority of the Groups that succeed are Formal Groups.

- **Informal Groups**: These are groups that do not have any established structures. They do not have a leadership structure and have no written down rules and as such are not legally recognized.

Stages of Group Development

Group development has four major phases or stages (Tuckman, 1965):

1. **Forming stage**. This is the stage when the group first comes together. Everybody is very polite and dull, conflict is seldom voiced directly, mainly personal and defiantly destructive. Since the group is new, the individual will be guided by their own opinions and generally reserved. At this stage, members are also very excited about their new ideas and there is a lot of personal sacrifice to see the group succeed.

2. **Storming stage**. This is the second stage when functions form, personalities close, no one concedes a single point without first battling for the recognition of their point. Most importantly, very little communication takes place since no one is listening and some are still unwilling to talk openly.

3. **Norming stage**. At this stage, the sub groups begin to recognize the moments of working together and the fighting subsides since a new spirit of cooperation is evident, every member begins to feel secure in expressing their own view points. There are open discussions with all the Group members. The most significant improvement is that people start to listen to each other. Work methods become established and recognized by the groups as a whole.

4. **Performing stage**. This is the culmination when the group has settled on systems which allow free and frank exchange of views and high degree of support by the group for each and its own decisions.
What makes a Group to fail?

Case Story

The Kiwi Youth Group started a Pineapple project. In the planning stages of their project, they assigned duties to every member of the group to carry out during implementation.

The project started well; members were motivated and keen to achieve results. However, during the actual process of pineapple growing, some members failed to carry out assigned tasks. Some of the tasks which were not performed included weeding, mulching and de-suckering.

During the harvests, however, all the group members turned up again. Unfortunately, due to poor management of the pineapples, yields were not very high. A large part of the crop of the crop had been destroyed by weeds and heavy suckers.

Marketing then also proved a problem. All the group members wanted to sell the crop and be involved in handing the money. However, many of those people who were involved in the actual sales of the pineapples failed to present the income to the group’s pooled funds. As a result, by the end of the project, the group was no better off than at the beginning.

Questions for discussion:

1. When do you think things started to go wrong for the group?
2. Why do you think the group was no better off by the end of the project?
3. If you were a member of this group, how would you try to avoid the repeat of a similar problem?

Many groups fail and there are many reasons that explain this failure.

Some of the general factors which can cause a group to fail include;

- Poor planning and inability to manage activities: Groups starting activities before there is sufficient group cohesion and determination.
- Not enough immediate benefits and inadequate benefit distribution. Some people taking more than their fair share of the benefits.
- Non constructive and limited participation. Lack of full involvement in group activities by some members.
- Limited confidence. Members not having sufficient confidence to manage activities themselves and vesting management of group activities to outsiders.

More specific factors that can cause a group to fail include;

- Membership being non voluntary and non-homogenous (members not sharing common interests).
- The group being too large
- Activities being imposed on the group
- Group leaders being appointed by outsiders. Leaders not being rotated regularly.
- Members fearing the rotational leadership system since, initially, they lack confidence in their own abilities.
- Book keeping being controlled by one person. The accounts not being regularly open to members. Actual cash on hand not being presented at the meeting for control.
- Lack of regular meetings, and poor and irregular attendance
- No group savings fund, no credit programme, irregular loan repayments.
- Lack of clear objectives
- Illiteracy of some members, leading to exploitation by those who are literate.
- Depending on outside support for funding and marketing
- Many people dropping out after a short time
- Groups mirroring (representing) existing power status within the community.

What makes a group successful?

When groups fail, this is often because people don’t know what factors are necessary for a group to be successful.
Factors that can contribute towards group success include:

- **Composition.** Group members must come from similar backgrounds, speak the same language, and be accessible to one another. However, members must also appreciate as individuals, they have different characteristics. Consider the animals below. They are representative of the characters every group will have. Just consider the characteristics of the animal and you will understand the nature of members you will have in any type of group. For example, the cat is an animal that is always looking for pity. It will meow under the table when you are eating, wag its tail on your legs and often with begging eyes. Even in group settings, there are members who always look for pity all the time.

- **Common interest.** Group members must share a common interest.
- **Motivation.** Group members must have the motivation to work together for their common good.
- **Voluntary membership.** Group members must be able to resign at any time and groups must have the right to accept or reject new members.
- **Size.** The group must be small enough to facilitate participation of all members in discussions and decision making. A size of 10-25 members is ideal and appropriate. Some practitioners encourage odd numbers in groups e.g. 11, 13, 15 in order to prevent the possibility of a tie in voting.
- **Meetings.** The group must meet regularly. The frequency of the group meetings and the meeting venue must be decided by the group.
- **Participation.** All members must participate fully in all aspects of the group. Everyone must be clear, united and committed to the group purpose.
- **Equality.** All members must have equal rights.
- **Effectiveness.** This is important in terms of achieving set targets and goals.
- **Accountability.** All financial records must be kept open to the scrutiny of members and be kept up to date.
- **Independence.** The group must maintain both operational and financial independence.
- **Flexibility.** During hard times, e.g. droughts, epidemics, etc, groups must be flexible in terms of repayment of loans. Minority ideas must also be respected.
- **Self-reliance.** A group must strive to build its own group fund.
- **Objectives and by-laws.** The group must have clear objectives, rules and regulations (by-laws). The By-laws must establish guidelines for membership, leadership and decision making, meetings, solving conflicts, etc.
- **Efficiency.** All business must be done in accordance with the opportunities available and within the constitution of the group. Efficiency should also be in terms of resource allocation. The group is managed through following the group constitution which is designed by the group members. The constitution is very important since it binds members and indicates how the group will operate.

### Session 1.2: Components of Strong Groups

<table>
<thead>
<tr>
<th>Time Required</th>
<th>Objectives of the Session</th>
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<tbody>
<tr>
<td>4 Hrs</td>
<td>By the end of the session, participants should be able to:</td>
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<tr>
<td></td>
<td>1. Review the format for Group Constitution and draft their own.</td>
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<td>2. Discuss and agree on activities they can undertake as a Group</td>
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### Group Constitution or Bye-Laws

An example of what might be contained in a group constitution is given below. At the end of session, the Facilitator should challenge the Group to develop a Constitution that he/she can review so that by the end of the Group Dynamics Training, the Group has a Constitution.

#### Sample Template for Group Constitution

1. **Name of Group**

2. **Aims of the Group**
   - For example:
   - To improve the Income and Food Security at Household and Community level
   - To generate income

3. **Objectives of the Group**
   - For example:
   - To introduce new and appropriate technologies in households
   - To initiate income generating activities

4. **Group Membership**
   - Lower age limit
   - Gender
   - Residence
   - Other common circumstances
   - Size of the group
   - Membership fee
   - When does one cease being a member?
   - What happens when someone wants to end their membership?
   - What happens if a member dies?

5. **Activities of the Group**

6. **Election of Office Bearers/Leaders**
   - What are the positions to be filled?
   - How will the leaders be elected? Secret Ballot or show of hands?
7. Group Organization
- The group (or sub groups if the main group is very large) should meet every...at... Members are required to attend regularly. Failure to attend on three consecutive meetings without apology or permission/written reason will result in the member being warned.
- When a member is dismissed or ceases membership, he/she forfeits any shares, contributions or subscriptions paid to the group. This may not be applicable to some groups like VSLA.
- There should be an Annual General Meeting (AGM). A special general meeting can be held in the case of emergency.

8. Distribution of Assets
- When profits are made on group projects, these will be distributed amongst active members.
- Members can borrow from Group funds. Loans will be repayable within a given period and with reasonable profit. The Executive will be responsible for the issuing of loans but all members will approve.
- A bank account for the group will be opened. The account will, e.g. require three signatories, i.e. the chairperson, Secretary and Treasurer. These people will be responsible for withdrawing money from the bank.

9. Dissolution of Group
After debts have been paid, assets may be sold and or distributed to members.

What activities do groups undertake?

A group should focus on some type of activity within a reasonable time. Group members themselves should decide on which activities to undertake. Activities should encourage participation of members and serve to strengthen the group.

Selecting group activities involves identifying;
- Available Resources
- Possible markets
- The need for any technical support
- Potential problems.

In activities:
- All group members must be involved. They are central to decision making and implementation
- The dependence of the activity on any outside assistance must be minimal
- The must be ably sustained within the context of locally available resources
- The activity should relate to the next activity planned by the group.

Group activities might include for example;
- Vegetable gardening. The group can work together to make a vegetable garden. Produce can be sold and the profits can be put into the account or used to buy more inputs.
- Handicrafts. The group can work together to make handicrafts and explore markets.
- Music, Dance and Drama. The Group can perform for money.
- Training - acquisition of knowledge and skills. Training sessions can be organized for group members through inviting people with expert knowledge to give sessions on topics of interest.
- Agriculture. Farmers often form agricultural groups for marketing, transport and labor purposes. Farmers may come together to grow the same crop using joint labor, buy the necessary chemicals, find markets for the produce and hire transport. However, it should be remembered that group cooperation does not necessarily mean group production. Members can produce independently but come together after production for marketing and transport, etc.
- Savings and Loan/Credit. Group members save and raise funds together which can later be lent to group members.
Module 2: Group Management and Leadership skills

<table>
<thead>
<tr>
<th>Sessions</th>
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<tbody>
<tr>
<td>Session 2.1: Defining Management and its functions</td>
<td>2 Hrs</td>
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<tr>
<td>Session 2.2: Introduction to Leadership Skills</td>
<td>6 Hrs</td>
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<thead>
<tr>
<th>Goal</th>
<th>Objectives</th>
<th>Time Required</th>
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<tbody>
<tr>
<td>To equip participants with management and leadership skills</td>
<td>By the end of the Module, participants should be able to: 1. Define Management and discuss management functions 2. Define Leadership and explain leadership styles. 3. Discuss leadership skills, particularly; ✓ Communication ✓ Delegation ✓ Time Management ✓ Decision making ✓ Conflict Resolution.</td>
<td>8 Hrs</td>
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Session 2.1: Defining Management and its functions

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<tr>
<th>Time Required</th>
<th>Objectives of the Session</th>
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<tbody>
<tr>
<td>2 Hrs</td>
<td>By the end of the session, participants should be able to; 1. Define what management is 2. Discuss the different functions of management</td>
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</table>

What is management?

Management is about organizing resources, most importantly people, to achieve set objectives. Management is needed in all organizations- from the smallest to the biggest- if they are to function effectively.

What are the different functions of management?

Management functions include (Van Vliet, 2011);
- Organizing and planning
- Coordinating
- Supervising and controlling
- Directing and leading

Organizing and Planning.
Organizing is a key function of management. It is about:
- Grouping and structuring different activities
- Devising and allocating roles and responsibilities for people
- Designing rules and systems of working.

Consider the different things a teacher has to organize (e.g. the classroom activities, the classroom arrangement, how the students/learners should behave and interact with one another, etc.)

Participants also give other examples of when good organization is important (e.g. organizing for an immunization session, visitors at home, etc.)

Planning is about deciding on the action necessary to achieve something desired at a later date. It is about thinking before action is taken. Good plans are those that are SMART i.e. Simple/Systematic/Short, Manageable, Achievable/Attainable, Realistic, and Time-bound. Good plans are also those that are documented or written down.

Consider what happens when you go to the market shopping; do you think in advance before you buy? What
affects your decision about what to buy? (Money/needs?)

By planning in advance, resources (e.g. time and money) are not wasted.

The advantages of planning include;
- Better use of resources
- Better coordination of activities
- Better control of activities

**Coordinating**

Coordinating is about structuring different activities and the roles of different people so that they function together to achieve objectives. Effective coordination ensures that people don’t carry out activities in isolation and also avoids overlap.

Consider the coordinating role of;
- The Head Teacher in a school
- A Mother at home

**Supervising and controlling**

What is Supervision and control?

Supervision is about keeping a watch over work that is going on. Control is closely related to supervision. Control is making sure that the task or job done is of good quality and that all resources have been properly used as planned.

Imagine you’re involved in constructing a school, list down the processes of supervision and control required during the work.

The process of supervision and control involves regularly checking;

1. **People doing the work.**
   - How regularly they work
   - How committed they are
   - Working conditions
   - Team spirit
   - What feelings they have about the work Materials
   - How adequate the materials are
   - How they are stored
   - What the procedures for receiving and giving out the materials are
   - How well the materials are used in relation to the work plan and budget

2. **Finance**
   - What the source of the money is
   - How available the required money is
   - How the money is kept.
   - What the receiving and payment procedures are
   - How well the records of accounts are kept
   - How regularly the accounts are updated
   - How effectively the money is being used in relation to the budget.

3. **Time**
   - How effectively and strictly working time is used
   - Whether time is being used or followed as per the work plan
   - What the constraints against the time schedule are

4. **Activities**
   - How good the quality of the work done is
   - How much work is accomplished according to the work plan

**Case Story**

Community members in Lacampenino Village, with the assistance of a Non-Governmental Organization, decided to construct a two room Health Unit. The Community was to provide:
The NGO was to provide cement, nails, Iron sheets, DPC Sheeting, Timber and iron and pay the local Masons. Before the construction begun, a series of planning meetings were conducted. The community had to mobilize locally available resources. Three committees were set up. These were the;

- Mobilization committee
- Operational committee
- Implementation committee

The roles of each committee were defined and the LC 1 Chairperson was to coordinate all the committees and their activities.

The Mobilization committee was to ensure that all the local resources required were at the site on time. The Operational committee was to ensure that all the materials—both local and external and laborers were readily available. The implementation committee was to ensure that all agreed activities were actually put into practice. Its task was to supervise the work and ensure the safe custody of all the materials.

The work went ahead on schedule. There was good coordination of all the activities.

**Questions for discussion:**

1. What do you think made the project a success?
2. If you were involved, which committee would you have wanted to join and
3. What would have been your role?
4. Did you learn anything from this case study?

A good supervisor should be:

- Knowledgeable and confident
- Ready/Open to learn(ing)
- Observant
- Ready to encourage others

**Directing/Leading.**

Directing is a major function of management. Directing is about being a good leader and so requires the skills of leadership.
Session 2.2: Introduction to Leadership Skills

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<thead>
<tr>
<th>Time Required</th>
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<tbody>
<tr>
<td>6 Hrs</td>
<td>By the end of the session, participants should be able to;</td>
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<tr>
<td></td>
<td>1. Define leadership</td>
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<td>2. Discuss the qualities of a good leader</td>
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<td>3. Discuss the different styles of leadership</td>
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<td>4. Discuss different leadership skills, including;</td>
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<td>✅ Communication</td>
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<td>✅ Delegation</td>
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<td>✅ Time Management</td>
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<td>✅ Decision making</td>
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<td>✅ Conflict Resolution</td>
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What is leadership?

Leadership is the process of motivating and guiding people towards setting and achieving goals. If you are a leader, it means you must direct and guide others.

Qualities of a good leader

To be a good leader, you need leadership abilities. This means you must be able to influence the thinking, feeling or actions of others in order to bring about desired changes or action. A good leader must be able to:

- Perform duties well
- Take initiative
- Make sound judgments
- Be flexible
- Delegate tasks

Leadership Styles

There are different styles of leadership. These include;

1. The Participative style
2. The Directive Style
3. The Laissez Faire style.

Participative Leadership:

- Allows group participation
- Encourages two-way communication (open communication)
- Has shared authority
- Encourages motivation: people become more committed to activities.
- Makes good use of the skills and knowledge of people
- Allows for flexibility.

Directive Style

The Directive style of leadership, by contrast, does not encourage any of the characteristics of participative leadership. It is the opposite of participative leadership.

Laissez Faire

The Laissez Faire leader does not provide any direction for others. This leader is content to let things happen as they will.

Which leadership style do you prefer and why?

Generally, the participative style of leadership is more effective in community activities. However, it requires a lot of patience and compromise because it takes time to get others involved.
Leadership Skills
What are the skills involved in good leadership?
A leader must assume various roles. These roles relate to the activities at hand or to maintaining the spirit of others. To fulfill such roles successfully, a good leader requires different skills. These include ability to:
· Communicate
· Delegate
· Manage time effectively
· Make decisions
· Handle conflicts

Communication
Communication is the process of sharing/exchanging information, ideas, and feelings from one person to another. Communication can also mean passing a message from one person or groups of persons to another with the hope of receiving a feedback. Complete is not complete unless a feedback is given.

Types of Communication
There are two types of communication. These are:

· **Verbal Communication**: Verbal communication refers to the face to face transfer of information in conversations, etc. Verbal communication can also be used at a distance through radio, telephone, Internet Chats, or on Cassettes.

· **Non Verbal Communication**: Nonverbal communication refers to messages conveyed through body actions, such as posture (how we stand or sit), and gestures (using the hands, arms and other parts of the body, e.g. facial expressions, to convey messages). Nonverbal communication can take place face to face or through pictures and films. In communication, looking out for those nonverbal cues is very helpful because we then will be able to comprehend what the individual is not expressing verbally. For example, you are pressing someone to make an appointment by telephone but someone is saying okay with a lot of hesitations and unease. When you invite people for a meeting and they turn late, it could be a sign of disinterest. You could be facilitating a training session, and some participants are yawning or even dozing off. This shows that they are tired and need an ice breaker or at least a break. Ignoring nonverbal communication is ignoring a big part of the communication process.

How to communicate effectively
To communicate effectively, there are various skills you can employ. These include;
· Listening: You should always listen carefully and without preconceptions
· Speaking (audibility): Speak clearly. You should plan in advance what you want to speak. Don’t use jargon (terminology) that the other person cannot understand. Use simple language and hit your point without meandering.
· Eye contact: When communicating face to face with someone, maintain eye contact.
· Observation: You should always be observant: listen with your eyes as well as with your ears.
**Barriers to communication and how to overcome them.**

- Language. Use simple or local language
- Culture. Please be aware of culturally sensitive gestures when communicating.
- Cultures can use the same gestures but with completely different meanings.
- Sensitize the community.
- Dressing. Extra-long slits that threaten to expose private body parts, shabby dressing, too smart in a village setting. Dress simple but descent.
- Environment. Noisy environment is disturbing and so are hot, very cold or less aerated venues. Choose a good venue for meetings.
- Seating. Let everybody be at the same level. Good sitting arrangement in a circle. The classroom type of sitting (where the teacher stands in front and all the students sit facing one direction) should not be encouraged in community work.

- Timing. Agree with group members the right time for trainings and meetings and don’t assume that they have nothing else to do.

**Reasons for Communication Break-down**

There are various reasons for break downs in communication.

**Think about the reasons for communication break downs.**

**Factors contributing to communication break downs include:**

- Unclear message
- Distortion of information
- Unnecessary information
- Disinterest from the listener and or speaker
- Long messages
- Intermediaries in the communication process
- Interruptions

**You can improve the communication of your messages by:**

- Consulting others when planning the message
- Keeping the message simple and clear- don’t overload people with information.
- Keeping the message appropriate for the context. E.g. it will be inappropriate for you to communicate messages on Family planning to Old Women who are in the evening of their lives.
- Delivering the message in a manner that keeps the participants interested and expectant.
- Getting feedback from the listeners to ensure that the message was received correctly.

**You can make your messages convincing by:**

- Using humor to make messages easier to understand. (But be careful not to distract or annoy people in this way)
- Using logical arguments. Give people good reasons for why they should accept something
• Involving the audience; asking them to contribute and showing appreciation for their participation.

Delegation

Delegation is about giving someone else the authority to make a decision or accomplish a task on your behalf. For delegation to be effective:
• You should only delegate the task to someone with the skills to undertake the task.
• There must be mutual trust between you and the person to whom you delegate.
• The task must be clearly defined and any tools required for the job must be available.
• You must give adequate support and supervision to the person to whom you are delegating and when the task is well done; you must give full credit for this to the person to whom you delegated.

Think about the advantages and disadvantages of delegation.

Advantages of delegation include;
• You have more time to do the tasks only you can do.
• More people have the opportunity to share responsibility, to learn more and to become more involved.
• Fuller use of skills and abilities is made.

Disadvantages of delegation include;
• It takes time to brief someone to do a task
• You may overload the person to whom you delegate and he may not carry out the task as he would.
• Some people may over cross delegation boundaries and impose themselves as the new leaders.

Remember, Delegation is not about passing on unpleasant responsibilities to others!! You cannot delegate accountability.

Case Story
Jimmy Ogwang has been the LC 1 Chairperson of Lium since 2006. Although he is very well liked, his problem is that he is continually postponing problems because he has other commitments to attend to. He often fails to fulfill some commitments because he is very busy. For instance, last year, he had three meetings to attend and two parties to officiate at and it ended up that none took place. He cannot be removed from office because his people like him.

Questions for discussion:
1. Why do you think Jimmy fails to fulfill all his commitments?
2. What advice would you give to Jimmy?

Time Management

Time is a unique resource- everyone has the same amount of time. This means people who succeed make better use of their time than others. This is often done by allocating time according to a clearly understood set of priorities, which is regularly reviewed. To be effective, you have to plan your work and time, put your plan into action and then measure the performance.

If you start each day working with a definite plan, you will do a better job than someone who has nothing particular in mind and sits around waiting for something to happen. Always ask yourself, “Am I making the best use of my time right now? If the answer is YES, then continue with what you are doing. If the answer is no, then think about what you should be doing.

Time management is about having the skill to use your time effectively. There are four elements of good time management. These are;
1. Planning: This involves determining what you are going to do; how you are going to do it; and when you are going to do it.
2. Organizing: This involves determining and obtaining the necessary resources and putting them in proper order to work towards the achievement of your goals.
3. Developing. Developing involves improving resources to increase their productivity, e.g. servicing of machines and equipment, and training.
4. Controlling: Controlling means keeping yourself organized and on top of things: avoiding surprises. A useful device for keeping things under control is to use a pocket diary or even phone Calendar- you can
keep your entire work schedule in this.

Think about and give examples of time ‘wasters’ and time ‘savers’.

Decision making

Decision making is about making a firm selection from among many alternative choices/options of a particular course of action for solving a problem. It is therefore, a process through which a course of action is selected as a solution to a specific problem.

The primary steps in an ideal decision making process are recognizing and defining the situation, developing alternatives, evaluating alternatives, selecting the best alternative, implementing it and evaluating its effectiveness. Creativity however is the back bone to decision making.

Strategies that can be used in decision making include;

- Identifying relevant information
- Distinguishing between facts and opinions
- Listing advantages and disadvantages
- Predicting the consequences of a solution or course of action

Who makes decisions?
Decisions are made by;
- Individuals
- Groups
- Managers
- Leaders

How do you make a good decision?

The process of decision making involves;
- Experience
- Knowledge
- Common sense
- Wise judgment

To make good decisions, you need:

- **Information**: You need to know about your actual situation. This may involve having to collect the information. For example, communities may have to know the actual number of children of school age who are not attending school before they realize the need for more schools.
- **Time**: Don't yield to the temptation of making quick decisions especially on issues that may require well thought out strategies. Similarly, do not take eternity (very long time) to make a decision. Make a decision at the appropriate time.
- **Consult wisely**: There is a common adage, “Let people advice you, but never allow them to decide for you.” Consulting other people will enable us to weigh our options well before jumping into the racket of decision making.

Read the passage below and answer the questions that follow;

The people of Liam organized themselves to start on two projects at their school. These projects were the flooring of the roofed classroom and the rebuilding of a teacher’s house which had recently nearly collapsed totally during very strong winds.

Before beginning either project, they met to decide how they should get about their tasks. They decided they could not work on the two projects at the same time and so had to establish which project was more important. There were supporters for both projects but, through discussions, the group agreed to begin on the teacher’s house first. They had decided that this was the most urgent and that it should be completed within one month.

Since this was a community initiative, it required the community to contribute funds, direct and supervise the work on the project and pay the workers. According to plan, by the end of the month, the house was
Questions for discussion:
1. What different things do you think the people of ABC may have considered before deciding to start with the project of the teacher’s house?
2. Why do you think the project was able to be completed successfully and within the required time?

Conflict handling

Conflict is the name given to serious disagreements between individuals and groups.

What do you think are the causes of conflicts within a group?

Causes of conflict in Groups.

Some causes of conflict include some members;
- trying to dominate the group by the way they behave or even speak
- forming small cliques within the group and working for their own interests not those of the group
- not agreeing on the procedures of doing things; having different values or beliefs about how things should be done
- having negative feelings about the leader; attempting to discredit the leader and seek power
- Struggling for something that may not be part of the group’s tasks e.g. two men in a group fighting over one woman.
- directing unfair blame on others
- making unconstructive criticism
- Laughing at other members’ efforts and contributions.

Effects of conflicts on Groups

Conflict can affect the group in many ways. Conflict can:
- Divert members to other issues and prevent them from getting on with the task at hand
- Disorganize the community and divide it into opposing sub groups, or cliques.
- Result in a situation where members are more interested in their side winning than in doing what is best for the group.

Guidelines for conflict handling

- Define and describe the conflict, i.e. establish its nature and decide how it manifests itself.
- Deal with issues rather than personalities
- Deal with one issue at a time
- Don’t allow issues to grow: deal with them while they are still small.
- Use persuasion rather than threats.
- Emphasize the common goal and objectives shared by the community or group: let people realize they have something in common, despite the conflict.
Don’t allow hidden agendas or secret intentions, old feelings to surface
Involve all parties in the conflict in a community meeting.
Work for a situation where everyone feels they have won something, rather than where some win and others lose.

There are many skills necessary to handle conflicts.
These include:
- Avoiding conflict by changing the subject that might be confrontational
- Compromise i.e. giving in part and expecting others to do the same so you meet in the middle.
- Accommodating, i.e. trying to push aside the issues which bring about differences in order to be able to live and work together in harmony.
- Joint problem solving, i.e. working together with all sides in the conflict to reach a solution on issues which cause the conflict.
Module 3: Group Management Committees

<table>
<thead>
<tr>
<th>Module 3</th>
<th>Group Management Committees</th>
<th>8 Hrs</th>
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<tbody>
<tr>
<td>Session 3.1</td>
<td>Overview of Group Management Committees</td>
<td>2 Hrs</td>
</tr>
<tr>
<td>Session 3.2</td>
<td>Qualities and Roles of Group Management Committee Members</td>
<td>2 Hrs</td>
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<tr>
<td>Session 3.3</td>
<td>Election of Group Committee Members and Development or review of Group Constitution</td>
<td>4 Hrs</td>
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Goal | Objectives | Time Required
--- | --- | ---
To raise awareness of how Group interventions can be effectively managed through the formation of committees. | By the end of the sessions, participants should be able to:
1. Define what a committee is
2. Outline the roles of key committee members
3. Explain the functions of the committee
4. Discuss how to plan a committee meeting
5. Discuss the functions of specific committees. | 4 Hrs.

Session 3.1: Overview of Group Management Committees

<table>
<thead>
<tr>
<th>Time Required</th>
<th>Objectives of the Session</th>
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<tbody>
<tr>
<td>2 Hrs</td>
<td>By the end of the session, participants should be able to; 1. Define a Committee 2. Identify key members of any committee 3. Discuss the roles and responsibilities of committee members</td>
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What is a Committee?

A committee is a group of people selected from a larger group (which may be the whole community) to oversee the organization or running of some particular activities to ensure maximum results.

Who are the key members of a committee and what are their roles?

Within the committee, the key members are the;
- Chairperson
- Secretary
- Treasurer

The specific roles of the key committee members are:

Chairperson:
1. To call the meetings to order, announce the agenda and lead discussions
2. To ensure that the meetings follow proper procedure and that the constitution/ By-laws is followed and respected
3. Communicates final decisions on behalf of the committee
4. Directs and coordinates the activities
5. To facilitate discussions and to ensure that everyone’s views are listened to
6. To resolve conflicts
7. To represent the Association to outsiders and non-members, including government officials.

Secretary:
1. Ensures that information reaches people
2. Organizes meetings in close liaison with the Chairperson
3. Takes minutes of meetings
4. Keeps records

Treasurer:
• Keeps proper records of accounts
• Collects contributions from the members where necessary
• Updates the committee on the use of the funds

The committee will also include Committee members (who can be requested to help any of the above office bearers when need arises), depending on the activity. The final composition of the committee will depend on its functions. As a golden rule however, Committees must have odd numbers e.g. 3, 5, 7 and 9 to facilitate voting processes and avoid a tie in elections or decision of important issues. Committees must also not go beyond 9 members. If the group is too big for the nine members, it should be divided and another committee put in place to manage the new group.

What factors do you think should be considered when selecting committee members?

Factors to be considered or rather the qualities of committee members depend on the position in question e.g. a Treasurer must be trustworthy with skills in numeracy.

Factors to be considered when selecting committee members include:
• Accessibility of the members to the larger group
• Acceptability of the members by the larger group

Personal characteristics to consider include the member showing:
• Willingness to participate
• Commitment
• Flexibility
• Leadership skills
Session 3.2: Qualities and Responsibilities of the Committee Members.

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<th>Time Required</th>
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<tr>
<td>2 Hrs</td>
<td>By the end of the session, participants should be able to:</td>
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<tr>
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<td>1. Discuss the qualities and roles and responsibilities of committee members</td>
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<td>2. Discuss what committees do</td>
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<td>3. Understand how to plan and run meetings</td>
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Qualities and Responsibilities of Committee Members

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<tr>
<th>POSITION</th>
<th>QUALITIES</th>
<th>ROLES &amp; RESPONSIBILITIES</th>
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<tr>
<td>Chairperson</td>
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<td></td>
<td>· Respected</td>
<td>· To call the meetings to order, announce the agenda and lead discussions</td>
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<td></td>
<td>· Has good ideas</td>
<td>· To ensure that the meetings follow proper procedure and that the constitution/ By-laws is followed and respected</td>
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<td>· Trustworthy</td>
<td>· Communicates final decisions on behalf of the committee</td>
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<td></td>
<td>· Fair with everyone at all times and treats everyone equally</td>
<td>· Directs and coordinates the activities</td>
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<td></td>
<td>· Confident and calm</td>
<td>· To facilitate discussions and to ensure that everyone’s views are listened to</td>
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<td></td>
<td>· Listens to others and takes their opinions into account</td>
<td>· To resolve conflicts</td>
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<td></td>
<td>· Organised</td>
<td>· To represent the Association to outsiders and non-members, including government officials.</td>
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<tr>
<td></td>
<td>· Punctual</td>
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<tr>
<td></td>
<td>· At ease speaking in front of others</td>
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<tr>
<td></td>
<td>· Capable of summarising the views of many people</td>
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<tr>
<td>Secretary</td>
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<td></td>
<td>· Trustworthy</td>
<td>· Ensures that information reaches people</td>
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<tr>
<td></td>
<td>· Reliable</td>
<td>· Organizes meetings in close liaison with the Chairperson</td>
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<tr>
<td></td>
<td>· Intelligent</td>
<td>· Takes minutes of meetings Keeps records</td>
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<td></td>
<td>· From a respected home, reputed for honesty</td>
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<td></td>
<td>· Punctual</td>
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<tr>
<td>Treasurer</td>
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<td></td>
<td>· Numerate and able to keep simple financial records</td>
<td>· Keeps proper records of accounts</td>
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<td></td>
<td>· Trustworthy and with a strong character</td>
<td>· Collects contributions from the members where necessary</td>
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<td></td>
<td>· From a family with a good reputation</td>
<td>· Updates the committee on the use of the funds</td>
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<td></td>
<td>· Lives in a secure house where money can be safe</td>
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<tr>
<td></td>
<td>· Reliable and responsible</td>
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</tr>
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<td></td>
<td>· Punctual</td>
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Every committee should be made up of both men and women. Committees should also be representative of the larger group.

Why do you think it is important to have a committee which is representative?

If the committee is representative, then the decisions the committee makes are more likely to be accepted by and agreeable to the larger group. The committee is also more likely to gain the support of the people in its undertakings, e.g. mobilization of resources.

What do the committees do?

The general roles of a committee include;

· Managing and ensuring the continuity of activities
· Managing and mobilizing resources, like money, people, materials, equipment, land and time so that the objectives are achieved. Managing money requires keeping accounts.
· Ensuring the required tasks are achieved to agreed standards.
· Ensuring effective communication and clear understanding between people.
· Coordinating between the larger group and any donor agencies or the government
Encouraging the participation and commitment of the people involved.

**How do you plan a committee meeting?**

- A meeting is a coming together of people to discuss or decide on specific matters. Participants list and discuss factors which can contribute to the success or failure of a meeting.

There are six basic principles to follow in order to conduct an effective meeting. These are;

- **Purpose.** There should be a clearly defined reason for calling the meeting.
- **Objectives.** The objectives set for the meeting should relate to the activities to be carried out in the meeting.
- **Agenda.** There should be a list of all the issues which are to be covered during the meeting. This agenda should be communicated to all the members before the meeting so that they come ready to deliberate on the issues. Members should also be allowed to make a contribution towards the items in the agenda.
- **Timing.** Every agenda items should have a specific time allocated for its discussion. The set timetable should be followed during the meeting. The duration of the meeting should be communicated to the members at the beginning of the meeting.
- **Action.** By the end of the meeting, the committee members should have drawn up a plan of action from what has been decided.
- **Record keeping.** Every key issue which is discussed should be recorded. Records of the discussions and decisions made at meetings are called minutes. These help in facilitating the follow up of action decided upon during the meeting.

**What are the procedures for a meeting?**

Although every meeting conducted may be slightly different, general procedures to follow are;

- Opening the meeting
- Reading the minutes of the previous meeting
- Discussing any matters arising from previous minutes
- Discussing agenda items
- Drawing up a course of action
- Closing the meeting

**How do you draw up an agenda?**

All parties concerned should be consulted. The agenda should not originate from only one source, e.g. the Chairperson. The Chairperson should send out notice of the intended meeting and a request for agenda items through the secretary two weeks before the meeting date. Alternatively, the Chairperson can propose the items on the agenda and request for the input of all the members.

**A sample of an Agenda for a meeting:**

United Group 2nd Executive Committee Meeting to be held on 2nd September, 2017 at ABC Primary School from 10:00am

**Agenda:**

- Opening Prayer.
- Welcome remarks and introductions
- Reading of previous minutes and reactions
- Discussion of key issues
- Action Plan
- AOB
- Closure

In most Christian communities, meetings start with an opening prayer. This may not be applicable to other religions so just cross check this before you put it in the agenda.

Welcome remarks are important to call members’ attention to the meeting. If the members already know each other, there will be no need for introductions.

AOB (Any Other Business). This gives room for members to bring in those very vital issues that were not covered in the agenda and yet important for progress. AOB should be relevant to what the meeting was addressing and contribute towards the progress of the group e.g. a member might point out the availability of a funding opportunity so that the group can act and submit a proposal. AOB can also be an avenue for
members to provide information on personal challenges that could be affecting them and seeking for the counsel and support of peers.

**What are the roles of Committees in meetings?**

**Chairperson:**
- Calls the meeting
- Ensures full participation of all the members
- Directs the flow of the meeting
- Takes votes if necessary

**Secretary**
- Reads the previous minutes before discussions of the meeting start
- Records the minutes of the meeting
- Is the custodian of committee records.

**Treasurer**
- Keeps all the funds collected during a meeting
- Pays for any costs incurred during the meeting
- Keeps all accountabilities for money spent
Session 3.3: Election of Group Committee Members and Development of Group Constitution

<table>
<thead>
<tr>
<th>Time Required</th>
<th>Objectives of the Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Hrs</td>
<td>By the end of the session, participants should have:</td>
</tr>
<tr>
<td></td>
<td>1. Elected a management Committee for their Group (if they haven’t already done so)</td>
</tr>
<tr>
<td></td>
<td>2. Developed or reviewed their Group Constitution as per the Template and Sample provided in this Guide.</td>
</tr>
</tbody>
</table>

Delivery

- The Facilitator will ask the Group if they feel that they need to re-elect their Committee Members in line with the Qualities and Skills needed. If the Group says yes, then the Facilitator will lead the participants through the election process by asking them which process they want to follow in electing their Executive Committee.
- The Facilitator will provide a copy of the Constitution Template and Sample for the Group for the Groups to use in developing or reviewing their Group Constitution.
References


Appendix I: Group Constitution Template

1. Name of Group

2. Aims of the Group
   For example:
   To improve the Income and Food Security at Household and Community level
   To generate income

3. Objectives of the Group
   For example:
   To introduce new and appropriate technologies in households
   To initiate income generating activities

4. Group Membership
   Lower age limit
   Gender
   Residence
   Other common circumstances
   Size of the group
   Membership fee
   When does one cease being a member?
   What happens when someone wants to end their membership?
   What happens if a member dies?

5. Activities of the Group

6. Election of Office Bearers/Leaders
   What are the positions to be filled?
   How will the leaders be elected? Secret Ballot or show of hands?
   How long is the term of office for the leaders?
   What are the roles and responsibilities of the leaders?
   Under what circumstances can someone lose his leadership position?

7. Group Organization
   The group (or sub groups if the main group is very large) should meet every...at...
   Members are required to attend regularly. Failure to attend on three consecutive meetings without apology or permission/written reason will result in the member being warned.
   When a member is dismissed or ceases membership, he/she forfeits any shares, contributions or subscriptions paid to the group. This may not be applicable to some groups like VSLA.
   There should be an Annual General Meeting (AGM). A special general meeting can be held in the case of emergency.

8. Distribution of Assets
   When profits are made on group projects, these will be distributed amongst active members.
   Members can borrow from Group funds. Loans will be repayable within a given period and with reasonable profit. The Executive will be responsible for the issuing of loans but all members will approve.
   A bank account for the group will be opened. The account will, e.g. require three signatories, i.e. the chairperson, Secretary and Treasurer. These people will be responsible for withdrawing money from the bank.

9. Dissolution of Group
   After debts have been paid, assets may be sold and or distributed to members.
Appendix II: Sample Group Constitution or Bye-Laws

THE REPUBLIC OF UGANDA

CONSTITUTION OF LIRA MAENDELEO GROUP.

Drawn By:
Lira Maendeleo Group
P.O.BOX 0000 Lira, Uganda.
E: liramaendeleo@gmail.com
PREAMBLE

We, LIRA MAENDELEO GROUP,

Realizing the need for mutual cooperation in the advancement of Social and economic empowerment;

Convinced that no single individual can by themselves alone attain the goals of development;

Desirous of pooling our collective strengths and resources to the practical realization of our Club Motto, “We Grow Together”.

Aware of the vital role of Investment and Development Clubs and Groups in fostering and advancing Social and economic empowerment;

Determined to work jointly with government and non government institutions, and all other well meaning, progressive and constructive individuals and groups for the realization of the objects of the Group;

Determined to support each other to grow and develop;

Do hereby on this 6th day of August of 2017 adopt this amended constitution as the standard guidelines for our operations.
ARTICLE 1: INTERPRETATION

1. “Association or Club” means LIRA MAENDELEO GROUP.

2. “Board of Trustees” means a team elected from within the membership of LIRA MAENDELEO GROUP who hold the Association’s Property and investments and have no authority to act on their own unless authorized in writing by the General Assembly of LIRA MAENDELEO GROUP.

3. “Constitution” means the constitution or Byelaws of LIRA MAENDELEO GROUP – original and amended from time to time.

4. “Executive Committee” means a management team elected from within the membership of LIRA MAENDELEO GROUP to oversee the operations of the Association.

5. “General Assembly” means all members of LIRA MAENDELEO GROUP and it is the supreme decision making body of the Association.

6. “Investment” means any activities or ventures conducive to the Association and capable of being conveniently carried on in connection with its objectives herein or calculated directly or indirectly to enhance the value or render more productive any of the Association’s property, assets or rights.

7. “Loan” means a sum of money borrowed from or to LIRA MAENDELEO GROUP to assist for certain planned or unplanned events and the borrower is required to pay back the loan, including the interest charged over a stipulated period.

8. “Meeting” means any meeting called and held in accordance with the constitution.

9. “Member” means any person who appears on the register of members and is not cancelled or expunged there from for any reason or who has not resigned or who has not been expelled by any resolution.

10. “Next of Kin” means a person nominated by a member or who is in a deceased member’s written Will, to whom all the member’s entitlements from the Association will be given should such a member die. Next of Kins are indicated in the members’ registration forms and updated from time to time as the member deems appropriate.

11. “Savings” means the amount of money deposited and owned by individual members within LIRA MAENDELEO GROUP.

12. “Share” is a unit of saving within LIRA MAENDELEO GROUP

13. “Social Fund” means a mandatory, non-refundable contribution by all members that will be used for supporting the Association members that may experience situations or circumstances necessitating financial help from others.

14. “Subsidiary” means a sub-body of LIRA MAENDELEO GROUP recognized and established in accordance with the Aims & Objectives and Rules & Regulations of this Association.

15. In the constitution, unless otherwise specified;
   a) The words implying the masculine gender shall include the feminine gender
   b) The words in the singular shall include the plural and vice-versa.
   c) Financial Year means period of 12 months ending 30th of June of each year.

ARTICLE 2: ESTABLISHMENT, STATUS, APPellation, LANGUAGE OF THE ASSOCIATION

1. The Association governed by this Constitution and rules shall be known as LIRA MAENDELEO GROUP.
2. LIRA MAENDELEO GROUP is an independent, non-political, profit provider of financial, Investment, Social wellbeing and career advancement services to its members. MAENDELEO will have subsidiary Associations affiliated to it.

3. The Headquarters of the Association shall be situated within Greater Kampala.

4. The Association may open or authorize the opening of Branches or Contact Offices in any district in Uganda or any country outside Uganda.

5. The official language of the Association shall be English.

**ARTICLE 3: THE CONSTITUTION**

1. The Constitution shall be the supreme and binding law and authority of MAENDELEO and any resolution, decision, or policy that is inconsistent with this constitution, the constitution shall prevail and the resolution, decision, or policy shall to the extent of the inconsistency be null and void.

2. This constitution shall be subject to the provisions of the laws of the Republic of Uganda.

**ARTICLE 4: VISION, MISSION AND CORE VALUES**

4.1 Vision

To be a Facilitator of an Economically and Socially Sustainable Future for Every Member and His Family.

4.2 Mission

To uplift the socio-economic status of our members by offering them high quality, timely, affordable and diversified Financial and Social empowerment services.

4.3 Core Values

4.3.1 Our core values shall be denoted by the acronym “RACI,” standing for Respect, Accountability, Collaboration, Innovation and Fun.

4.3.2 **Respect.** We sincerely give respect to our colleagues, recognize their contributions and perspectives and choose the right time to express our concerns and opinions. We will cut to the core of the problem and identify what has to happen to progress to the next steps. We will ask the right questions to spur collaboration and ingenuity and in our every action, think of the overall good. We have a reputation of improving our Association and the lives of our colleagues.

4.3.3 **Accountability.** We are all champions of our Association. We take personal responsibility for achieving our objectives. We do what we say we shall do. We do what is right, not merely what is expected. We act with openness, integrity and trust. We ask for help, admit to our mistakes and put things right.

4.3.4 **Collaboration.** We are all Lira Maendeleo Group people. We build a positive team and a healthy family spirit. We treat each other with respect regardless of status. We act professionally and together we celebrate our success with understated pride. We are relentless in our pursuit of success. Together we approach each task with the energy, passion and persistence to exceed expectations. We believe that together we can achieve distinctive and competitive excellence.

4.3.5 **Innovation.** We will push the limits of our imagination. We will work without the box and benchmark the next practice in our fields of operation. We will research novel ideas and ensure that we are up to date with what is happening in our field.

**ARTICLE 5: AIMS AND OBJECTIVES OF THE ASSOCIATION**

The objects for which LIRA MAENDELEO GROUP is established shall be:
5.1 To mobilize savings from its members by way of monthly contributions to the fund and to encourage members to raise funds for savings in every possible way and Godly manner.

5.2 To advance loans to members for productive purposes and to charge interest thereon at such rates and such terms as shall be agreed on from time to time and as laid out in these byelaws.

5.3 To carry on, develop and improve any trade or business whether, manufacturing or otherwise, which may seem conducive to the Association and capable of being conveniently carried on in connection with its objectives herein or calculated directly or indirectly to enhance the value or render more profitable any of the Association's property, assets or rights.

5.4 To invest the Group funds in such ways as are financially profitable, be it in buildings, land and other related ventures and for this matter to engage in property development and deal with other housing and development concerns in Uganda.

5.5 For the realization of the above objectives, the Association may engage in all acts and things permissible under regulations there under these byelaws or any enactment of Parliament.

5.6 To contribute towards a Social Fund Pool that will be used for supporting the Association members that may experience situations or circumstances necessitating financial support from others.

5.7 To provide information on an ongoing basis, on opportunities and trends, that are relevant for the advancement of members’ faith, career, economic and social lives.

5.8 To do all such other things as are incidental or conducive to the attainment of the Association objects or any of them or the performance of its functions.

ARTICLE 6: MEMBERSHIP

6.1 **Lower age limit:** Membership to LIRA MAENDELEO GROUP is open to adults as long as they are responsible, can contribute towards the achievement of the Group objectives and can abide by the established Rules of the Group. At a minimum however, members must be at least 24 years old. Exceptions may however be applied for any next of kin who is duly nominated by a deceased member, and who has the capacity to make a contribution to the objectives of the Association.

6.2 **Gender:** Membership is open to both Male and Female.

6.3 **Residence.** Members may be residents in any part of Uganda as long as they are able to actively participate in the activities of LIRA MAENDELEO GROUP either in Person or by Proxy. Members who get jobs or study out of Uganda are also eligible and can participate by proxy until they are physically present in country.

6.4 **Other Common Circumstances.** Membership to Lira Maendeleo Group is by self-selection. This means that Lira Maendeleo Group will be a network of friends and people, who know, trust and have confidence in each other. At no time will a stranger become part of Lira Maendeleo Group. Anyone who brings in/introduces a new member will be that member’s Referee. All members introduced to Lira Maendeleo Group must be assessed for trustworthiness, integrity, accountability and responsibility with unquestionable history.

6.5 **Size of the Group.** The minimum number of members is five (5) and the maximum number is Nineteen (19).

6.6 **A membership fee.** The membership fees and annual subscription fees will be decided by the Executive Committee and approved by the General Assembly at the beginning of each financial year. In case of the dissolution of the Group, the net balance from the membership fees shall be divided equitably among all LIRA MAENDELEO GROUP Members. Membership fees will be used for administrative purposes in order not to affect members’ savings and the Social fund contributions.

6.7 Each member shall complete a registration form, giving their names, address and other particulars specified in the application form. They will also indicate the name and contact address of their next of kin, to whom the Group will give a member’s savings in case the member passes on.
6.8 Members shall be seconded by at least two members of the Group.

6.9 Membership will be reviewed after every 12 months to determine the contribution and Value addition of each member as well as address any issues that are affecting membership.

6.10 The membership of MAENDELEO will be divided into three Categories; Gold, Platinum and Silver and are only distinguished by the amount of savings per share. Members shall maintain consistency within a membership category for at least 12 months. If there are circumstances that affect a member’s ability to stay within a given band, such a member will communicate to the Executive Committee in writing.

Cessation of Membership

6.11 Membership shall cease when a member;
6.11.1 Dies.
6.11.2 Is expelled from the Association by the General Assembly.
6.11.3 Is declared and discharged bankrupt or a criminal under the law.
6.11.4 When they have been repaid the entire amount standing to their credit as members.
6.11.5 Fails to pay the required monthly contributions (at least one share per month) for five consecutive months without any official explanation of the surrounding circumstances. Sufficient notice shall be deemed appropriate. Such notice as shall be given by the Executive Committee.
6.11.6 Fails to repay all outstanding loan amounts owed to the Group within the agreed loan period including any other grace period extended.
6.11.7 Fails to maintain the confidentiality and secrecy of LIRA MAENDELEO GROUP financial transactions.
6.11.8 Unbecoming conduct (as laid out in the Code of Conduct) that puts the image of LIRA MAENDELEO GROUP into disrepute or brings financial loss.
6.11.9 Failure to attend four (4) consecutive meetings without any prior communication to the members.
6.11.10 Voluntarily requests to leave the Association.

Ending Membership

6.12 Ending membership
6.12.1 Any member who leaves MAENDELEO on any of the conditions stipulated in Article 6.11 above will be given their due entitlements. To do this, MAENDELEO will conduct a Mock-Share Out to calculate the total value of a member’s Savings in the Association. All the amounts owed by a member to the Association will be deducted and the net balance paid.
6.12.2 A member desiring to leave the Association shall give a four months’ written notice to the Executive Committee.
6.12.3 A member leaving the Association shall not be refunded their membership and subscription fees and the Social Fund contributions.

Death of a Member

6.13 Death of a member
6.14 If a member dies, LIRA MAENDELEO GROUP will pay out to a nominated next of kin, all the deceased member’s savings and other entitlements within the Group. In case of any outstanding loan balances and other obligations, such amounts will be deducted from the total sum paid. The deceased’s next of kin will also be given a portion of Social Fund as stipulated in the section under Social Fund of these Byelaws. In case the next of kin qualifies to be a member and wishes to do so, he/she will be admitted to the Association and will inherit the assets and liabilities of the deceased member as is on the day of admission and any membership entitlements thereafter.
ARTICLE 7: MANAGEMENT ORGANS

Figure 1: Organisational Structure of LIRA MAENDELEO GROUP.

7.1 MAENDELEO shall have four management organs; General Assembly, Executive Committee the Board of Trustees and Secretariat.

General Assembly

7.2 General Assembly.

7.2.1 The General Assembly means all the registered members of LIRA MAENDELEO GROUP.

7.2.2 The General Assembly is the Supreme decision making organ of LIRA MAENDELEO GROUP and the decisions of other organs are subordinate to its decisions.

7.2.3 Two-Thirds majority of all the members is required to validate any decision of the General Assembly.

Executive Committee

7.3 Executive Committee

7.3.1 The Executive Committee will consist of at least 3 people and not more than 7 people.

7.3.2 The Executive Committee shall consist of the Chairperson, Treasurer, General Secretary, Secretary for Mobilization and Secretary for Investments and two (2) Committee Members.

7.3.3 The General Assembly shall determine the facilitation provided to Executive Committee Members to cover the costs of running the activities of the Association.

7.3.4 The Chairperson will preside over all the meetings of LIRA MAENDELEO GROUP and represent the Group in all external affairs. S/he does not take independent decisions without the prior notice and approval of the General Assembly. The Chairperson will also ensure that Monthly Narrative and Financial updates are provided to all the members on the status of the Group Activities. The Chairperson will be the mouth piece of the Association and also manage the Social media platforms and website of the Association.

7.3.5 The Treasurer is responsible for receiving finances and ensuring that finances of the Group are banked in a nominated bank account. S/he is also responsible for providing monthly financial reports on the status of income and expenditure and these must be accompanied with a Bank Statement. The Treasurer will keep all the original financial records of the Group and send out soft copies of members’ transactions on a monthly basis to each member.
7.3.6 The General Secretary will take minutes during meetings and ensure the safe custody of LIRA MAENDELEO GROUP records and documents. The General Secretary will keep duplicates of all financial records. The General Secretary will be responsible for mobilizing members for monthly or other meetings scheduled by LIRA MAENDELEO GROUP General Assembly.

7.3.7 The Secretary for Mobilization will mobilize members of the group to participate in meetings and other activities of the group, and will in collaboration with the Chairperson manage the internal communications and social media platforms of the Association.

7.3.8 The secretary for investment will identify possible investment opportunities, conduct background checks and due diligence and present preliminary feasibility findings to the Executive Committee and General Assembly.

7.3.9 A person elected to the Committee shall be people with the following;

a) At least 24 years of age

b) A fully registered member of the Association

c) Of sound mind

d) Not convicted of a crime involving moral turpitude. No person shall be appointed or be a member of the committee if such a person is convicted of any offence involving fraud or dishonesty or otherwise declared insolvent or bankrupt under any law in force in Uganda

e) Not in debt to the Association other than in respect of the loan lawfully acquired

f) Of high integrity and moral standing within the Association

g) With a fixed place of aboard within the area of operation.

Executive Committee Meetings

7.3.10 Executive Committee Meetings

7.3.10.1 The committee shall hold regular meetings at least once every quarter to review business of the Association. The Chairperson through the General Secretary is at liberty to call any other meeting if the need so arises.

7.3.10.2 The Chairperson shall preside at all meetings of the committee and in his absence any other nominated Executive Committee member.

7.3.10.3 The committee shall upon formulation make standing orders to regulate the conduct of their meetings, which shall be approved by the general assembly.

7.3.10.4 The members of the committee may be paid such allowances as fit for travelling, hotel and other expenses properly incurred by them in attending and returning from meetings of the Association or any meeting of the committee or in connection with the business of the Association.

7.3.10.5 Two-Thirds shall form a quorum for the committee meetings.

Election of the Executive Committee

7.3.11 Election of the Executive Committee

7.3.11.1 Members of the committee shall be elected and suspended or removed only by a 2/3 majority of members present and voting at a general meeting.

7.3.11.2 The procedure for election of successive committee members shall be determined by the first
General Assembly and shall be incorporated in these provisions to be read together with as part of these rules.

7.3.11.3 The committee shall hold office for two years but retiring members shall be eligible for re-election for another one term only.

7.3.11.4 Should a vacancy on the committee occur before the general meeting is held the committee shall co-opt a member of the Association who fulfils the qualifications herein to fill such vacancy until the next general meeting.

7.3.11.5 A member of the committee may be removed from office by ordinary resolution of the Association passed at a general meeting for inability to perform the functions of their office or any other sufficient cause including:

a) Ceasing to hold membership qualification according to these byelaws.

b) Failure to attend three consecutive Executive Committee meetings without assigning good reason therewith.

c) Being a person of unsound mind.

7.3.11.6 A committee member may otherwise resign from the committee by writing under their hand to the Chairperson but resignation does not of itself bar the resigning member from continuing as a member of the Association.

7.3.11.7 Couples shall not be elected to the Executive Committee within the same tenure.

Powers and Duties of the Executive Committee

7.3.12 Powers and Duties of the Executive Committee

7.3.12.1 The Executive Committee shall at all times act in accordance with the wishes of the General Assembly and shall gain approvals for all key decisions that affect the members of the Group.

7.3.12.2 The committee shall have full power to conduct and manage the affairs of the Association in all things according to their discretion and subject only to the provisions of these rules.

7.3.12.3 The committee may appoint subcommittees for the performance of different functions of the Association including but not limited to:

a) Finance and administration

b) Credit

c) These committees may co-opt non-members with specialized knowledge to advise them as needed. These will normally be at a cost inform if consultancy fees.

7.3.12.4 Without prejudice to the generality of the foregoing provisions the committee shall have power to:

a) Make, repeal or vary these byelaws for the proper conduct of the business of the Association provided that such rules shall be approved by the annual general meeting and ratified by the Registrar of Documents.

b) Authorize the use of all forms, instruments and other documents which it may deem necessary for the proper conduct of the business for the Association;

c) Make regulations for the conduct of its own meetings.

d) Shall provide for professional personnel to run the businesses of the Association and shall be at liberty whenever they find it necessary to engage the professional and expert services of such persons as they shall require from time to time.

e) The committee shall appoint such qualified persons to the positions of, Company Secretary, General Manager, Operations Manager and Administration manager, Accountants, Cahiers and Clerical staff from amongst the members of the Association or from among such other persons as
the committee may invite from the public and interview, upon such remuneration and for such period upon such other terms and conditions as shall the committee find to be suitable.

f) Make donations to any Association(s), institutions, Group(s) or investing Group for purposes, which the committee may consider to be deserving.

g) The committee shall see to it that the Association participates in programs that are deemed to add value to the Group

h) Shall prepare and keep a register of the members of the Association for the time being.

i) Shall cause minutes to be taken of every meeting of the Association and such minutes shall be signed by the Chairperson of the meeting at which they are read and shall as between members of the Association be conclusive of the facts stated therein.

j) Shall from time to time and such terms as deemed fit, appoint other officers or employees as may be expedient for the proper and efficient conduct of the business and functions of the Association

k) All acts done by any member of the committee shall notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such member or person acting as aforesaid, or that they or any of them were disqualified, shall be as valid as if every such person had been duly appointed and was qualified and had continued to be a committee member.

### Board of Trustees (BOT)

7.4 Board of Trustees (BOT)

7.4.1 The Board of Trustees shall be elected from within the membership of LIRA MAENDELEO GROUP.

7.4.2 The Trustees shall hold the Association’s Property and investments in trust and on behalf of LIRA MAENDELEO GROUP.

7.4.3 The Trustees shall take overall legal responsibility on behalf of LIRA MAENDELEO GROUP.

7.4.4 The Trustees have no authority to act on their own unless authorized in writing by the General Assembly of LIRA MAENDELEO GROUP through the executive committee.

7.4.5 Trustees cannot use MAENDELEO Assets and Property for their own benefit.

7.4.6 The eligibility criteria outlined in Article 7.3.7 shall apply to the Board of Trustees as well.

7.4.7 The election criteria outlined in Article 7.3.9 shall apply to the Board of Trustees as well.

7.4.8 The Board of Trustees shall hold office for five years but retiring members shall be eligible for re-election for another one term only.

7.4.9 If a Trustee who is leaving is named on MAENDELEO Title Deeds to land or property, the Title Deeds will need to be updated.

7.4.10 The Board of Trustees shall not keep the Title Deeds of the Properties and Assets of LIRA MAENDELEO GROUP.

7.4.11 Executive Committee members shall not be eligible to be elected as Board of Trustees, unless they resign their positions.

7.4.12 Couples shall not be elected to the same Board of Trustees tenure.
ARTICLE 8: GENERAL MEETINGS

8.1 LIRA MAENDELEO GROUP will hold General Meetings at least once every month on a day, time and venue decided by members from time to time. In these meetings, all members of the Group will be present or at least represented to save, disburse loans and discuss progress in transactions and any issues arising.

8.2 All LIRA MAENDELEO GROUP transactions shall be carried out on a monthly basis or at the request/application of members. Such transactions shall include but not limited to:
   a) Collection of Members’ Savings,
   b) Disbursement and repayment of loans

8.3 Members will utilize the bank for most of the payments to avoid the risk of handling cash by the members during quarterly meetings.

8.4 The decisions of the general meeting shall be taken through a vote and two thirds of all the members present shall be required to validate any decision. Decisions taken are binding on all members whether they participated in that meeting or not.

8.5 The annual general meeting shall be held once every financial year at least within three months from the end of the financial year and upon receipt of the auditor’s report where matters shall be considered including:
   a) Considering amendments
   b) Considering audit reports
   c) Electing members of the committee, where applicable.
   d) Appointing an auditor for the ensuing year
   e) Transacting any other business
   f) Reviewing members’ performance

8.6 A special general meeting of the Association may be convened by the committee at any time or upon receipt of demand for such a meeting signed by at least two thirds of the fully paid up members and stating the reason for the meeting. Should the committee fail to convene a requisitioned meeting thirty days after such requisition, then the members shall convene the meeting.

8.7 Two thirds of the total members of the Association present in person and qualified to vote shall be a quorum for all purposes at any general meeting or special meeting.

8.8 Meetings shall only be convened after prior sufficient written notice (7 days) to all members. This can be in form of Church announcement, Email, WhatsApp, SMS and any other generally acceptable and accessible means of communication to all the members.

8.9 If within half an hour from the time appointed for the meeting, a quorum is not realized, the meeting if convened upon the requisition of the members shall be dissolved. In any other case it shall be adjourned for 30 minutes and the members present at the meeting so adjourned, shall be a sufficient quorum. For the Annual General Meeting, if the quorum is not realized within the appointed time of the meeting, the meeting shall be adjourned for seven (7) days and members present on the new date of the meeting shall constitute sufficient quorum.

8.10 The Chairperson of the committee shall be Chairperson of all meetings and in his absence any other person elected by a majority of those present, shall preside as Chairperson for a particular meeting.

8.11 No member shall be entitled to vote at any general meeting unless she/he has continued to be a fully paid up member and every member not so qualified shall not be summoned to any such meeting.

8.12 Subject as aforesaid, every member so qualified who being an individual and present in person, or being in cooperation or other legal entities present by a duly appointed or designated representative at any general meeting, shall have one vote.

8.13 There shall be three systems of voting namely:
   Secret ballot
   Lining
Raising of hands

8.14 And the mode of voting chosen for a particular meeting shall depend on the issue being discussed and as members shall agree.

8.15 Minors shall not be eligible to vote at any meeting of the Association. Proxies shall be people who are 18 years and above.

ARTICLE 9: FUNDS

9.1 The funds of the Association shall be raised from and shall consist of;

9.2 Members monthly contribution to the Association Fund

9.3 Loans, Grants and Advances made to the Association in the course and discharge of the objectives therein.

9.4 Social Fund Pool

9.5 Reserve Fund

9.6 All funds of the Association that are not required for immediate use shall be deposited in a commercial bank nominated by the Association members or otherwise as the law may direct.

9.7 The Association shall provide every member with a monthly receipt on presentation of a valid bank deposit slip of their monthly contribution or such other record prescribed by the committee from time to time signifying their membership and their contributions to the Association. A receipt shall be in a form appended to these rules or in a form as near thereto as circumstances permit.

9.8 When a member wishes to withdraw their membership, they shall be paid an equivalent of their total contribution made towards the Association fund less any outstanding amounts to the Association.

9.9 A member losing or defacing a receipt or other record of payment, the Association may supply the member with a duplicate at his or her own expense at such fee as the committee may require.

9.10 Loss of receipts shall always be reported to the Association and failure to do so shall render the Association not liable for any loss incurred thereby.

ARTICLE 10: LIEN

10.1 The Association shall have a first and paramount lien upon all monies in respect of the fund standing to the credit of any member for his/her debts, liabilities and engagements to and with the Association and the committee may at any time appropriate use any such monies for the credit and reduction of debts and liabilities of that member and thereafter no bonus shall be payable on any money so appropriated.

ARTICLE 11: GRANTS AND LOANS

11.1 The Association may receive money on loan required by it for meeting any of its obligations or discharging any of its functions under these rules. All members of the Group will approve such a loan.

11.2 The Association may give such security upon any of its assets for any loans as the committee and general assembly may from time to time consider expedient.

11.3 The Association shall be at liberty to solicit for and obtain grants from government or any other bodies for the fulfillment of the objectives of the Association.

ARTICLE 12: SURPLUS
12.1 The committee shall have power to pay out the surplus such as dividends or bonuses on the return on investment of the members and at such time as it considers expedient and in accordance with what will be agreed upon and shall not exceed 10% of the fully paid up capital.

12.2 Appropriations out of the surplus may be made to the reserve funds or funds to meet a contingency for equalization of bonuses or for repairing or maintaining any property of the Association or for any other purposes as the members may determine.

12.3 The committee may carry forward from year to year any surplus remaining after making the payments or appropriations authorized by the rules;

12.4 No bonuses shall be paid otherwise than out of the accumulated reserve or surplus.

ARTICLE 13: SERVICES OFFERED

Savings

13.1 Savings

13.1.1 Members will save by purchasing shares on a monthly basis. There are three acceptable modes of monthly saving: By cash paid directly to the Treasurer, depositing the money direct into LIRA MAENDELEO GROUP Bank Account and the third mode of payment shall be placing a standing order for a given amount of money to be wired direct from a member’s account to the bank account of the Association. All electronic payments like mobile money must include withdraw charges. All savings will be acknowledged with a receipt.

13.1.2 Members’ savings constitute part of the loan fund of LIRA MAENDELEO GROUP. No member will have access to his or her savings, unless such a member wants to withdraw from the Group as provided for under these Byelaws.

13.1.3 For the purpose of saving, MAENDELEO members are divided into three categories; Gold, Platinum and Silver. These will pay UGX 100,000, UGX 75,000 and UGX 50,000 respectively per share per month.

13.1.4 Members may buy 1-10 shares in each month. However, in cases where a member buys less than 10 shares during the month, he/she is allowed to compensate in consecutive months but only equivalent to the total number of shares not bought for that period.

13.1.5 If a member, during a monthly meeting, has excess money they wish to use for future share purchase, they can deposit such money into the Bank Account of LIRA MAENDELEO GROUP and give authorization for the conversion of that into future shares.

13.1.6 LIRA MAENDELEO GROUP will also save money for members beyond the objectives stipulated in these byelaws. Such monies can be used for MAENDELEO transactions and the members will access it whenever they wish without any interest.

13.1.7 The value of a single share will be UGX 50,000 (Fifty Thousand Shillings only). The value of the share will be reviewed by members on an annual basis.

13.1.8 A member cannot cancel or sell some of his/her shares if they have a pressing financial need; instead a member is encouraged to take a loan.

Loans/Lending

13.2 Loans/Lending

13.2.1 Loans to LIRA MAENDELEO GROUP Members

13.2.2 A Credit Policy will be developed to guide Loans/Lending within the Association.
13.2.3 The maximum amount that someone can borrow is **four times** the value of his or her shares. The borrower's savings and that of his/her guarantor(s) (not exceeding two) must be equal to the principle AND service charge (total loan amount) requested.

13.2.4 To qualify for a loan, a member must have attended at least four consecutive transaction meetings prior to the loan application date. This will however not apply to members whose absence was duly recognized by the Executive Committee.

13.2.5 In case of continued failure to pay any outstanding loan amounts, LIRA MAENDELEO GROUP will use any legal mechanisms to recover any outstanding balances from the borrower and where deemed necessary the guarantor. The Guarantor will be refunded any amounts due to him/her, recovered from the borrower.

13.2.6 No new member shall be allowed to access a loan until he/she has been a member and saved for six consecutive months. If a new member wishes to do so, he/she must do so through his/her referee who must have been with LIRA MAENDELEO GROUP for at least twelve (12) months. The exception applies to Pioneer members.

13.2.7 A member must complete repaying a loan before he/she can take another. However, a member shall be allowed to apply for a top up within the limits of his loan amount.

13.2.8 The loan period for short-term loans is four (4) months.

13.2.9 The service charge on short-term loans will be agreed upon at the beginning of each financial year.

13.2.10 Members may access loans for any need they may require it for as long as they can repay it. However, in cases where more than one person is requesting for a loan and the amount of loan fund is not sufficient, such available funds will be distributed on a pro-rata basis.

13.2.11 Approval of all loans lies in the hands of the General Assembly and NOT the Executive Committee. For quick processing of loan applications, online approvals by members shall be acceptable and final ratification done in a meeting.

13.2.12 Members can repay their loans either by giving cash to the Treasurer or deposit directly in a LIRA MAENDELEO GROUP bank Account and produce evidence of payment.

13.2.13 Any member who wishes to take up a loan beyond the stipulated loan limits above must present acceptable collateral security and the loan amount taken shall be repaid in not more than 12 months with an annual interest rate agreed upon by members from time to time. Land titles shall be taken as acceptable collateral. In addition to the securities provided, the borrower shall be required to provide LIRA MAENDELEO GROUP with a postdated cheque, where applicable, covering the borrowed amount.

13.2.13.1 All collateral security shall be kept in the designated bank and the loan borrower will incur the related cost.

13.2.14 If a member takes a loan within the transaction meeting, no loan-processing fee will be charged. However, if a member takes a loan outside the transaction meeting, he/she must facilitate the Treasurer with an amount agreed upon by the General Assembly from time to time, to cater for transport and other costs incurred.

13.3 **Loans to Non Members of LIRA MAENDELEO GROUP:**

13.3.1 For the purposes of lending to non-members, MAENDELEO will obtain a Lender's Certificate from a legally recognized authority in Uganda.

13.3.2 A Lira Maendeleo Group member must introduce a non-member who wishes to borrow from LIRA MAENDELEO GROUP.

13.3.3 The maximum amount a non-member can borrow from LIRA MAENDELEO GROUP is 20% of the
available Group funds in the account at any particular time.

13.3.4 Non-Members shall be charged a monthly interest on any borrowed funds. The rate shall be agreed upon an annual basis.

13.3.5 Non-members shall only be given a maximum of three (3) months loan period.

13.3.6 Non-members shall require securing any amounts borrowed with securities such as; Land titles. In addition to the securities provided, the borrower shall be required to provide LIRA MAENDELEO GROUP with a postdated cheque covering the borrowed amount.

13.3.7 All collateral security shall be kept in the designated bank and the loan borrower will incur the related cost.

13.3.8 All Securities provided will be verified for authenticity of ownership. The Borrower must therefore allow time for this.

13.3.9 Non-members shall pay non-refundable loan processing fees agreed upon from time to time by the General Assembly.

Social Fund
13.4 Social Fund

13.4.1 Each member will contribute a mandatory, non-refundable amount towards the Social Fund at the beginning of each new operational year. The General Assembly will set the amount to be contributed towards the Social Fund at the beginning of each operational year.

13.4.2 All members shall contribute the same amount of Social fund.

13.4.3 Social Fund is a mandatory contribution.

13.4.4 Support from the Social Fund Pool is not refundable. A member must however notify all the members immediately after the occurrence of the incident and the Executive Committee will base on such information to disburse funds.

13.4.5 The General Assembly shall at the beginning of each operational year, decide which events or incidents merit benefit from the Social Fund. The amount of Social Fund contribution extended to members will also be decided upon at the beginning of the operational year.

13.4.6 If at the end of a given year, there is a balance from the Social Fund, such will be used for organizing a party and any balances must be carried over to the following operational year.

Investment
13.5 Investment

13.5.1 LIRA MAENDELEO GROUP exists to empower members socially and economically. To do this, the Group members must raise at least UGX 193,800,00 by June 2019 for investment purposes. However, before that time, LIRA MAENDELEO GROUP will engage in short term and medium term investment opportunities of between 1-12 months in order to increase the profitability of its finances.

13.5.2 To facilitate the realization of the goal of raising at least UGX 193,800,000 (One Hundred Ninety-Three Million, Eight Hundred Thousand Shillings Only) by June 2019, each of the 19 members of LIRA MAENDELEO GROUP will need to pay an annual contribution of at least UGX 3,400,000 (Three Million Four Hundred Thousand Shillings Only) broken down to monthly instalments of UGX 283,500 towards the investment fund. However, members may contribute more or less of the above amount depending on their ability and their contribution will be converted to shares in the business.

13.5.3 Activities which are highly marketable, will be preferred to those, which hold money for a longer time. Investment of any Group resources will be guided by the following:
13.5.3.1 Members will work together to identify available investment opportunities. All members in the meeting will discuss such investment opportunities.

13.5.3.2 The Executive Committee must notify all members about the arising investment opportunity and make a justification of the viability of such a venture and at least 2/3 of the members shall give a no objection decision before the investment is undertaken. Such a no objection decision must be taken within 24 hours after notification.

13.5.3.3 The profits from any investment shall be recouped into the Group funds and shared among members as per the provisions of these byelaws.

13.5.3.4 LIRA MAENDELEO GROUP will open up subsidiary Associations affiliated to it, in order to enable it to attain its objectives under these byelaws.

ARTICLE 14: ACCOUNTS

14.1 The committee shall prepare books of accounts and prepare records in relation thereto and keep at the registered office or at such place or places as the committee thinks fit and shall always be open to the inspection of the members.

14.2 The committee shall prepare in respect of each financial year a full statement of accounts, including a balance sheet, a statement of income and expenditure and a statement of surplus or deficit and shall cause all statements to be laid down in the General meeting with auditors’ report.

14.3 The financial year of the Association shall be from 1 July to 30 June.

ARTICLE 15: AUDITORS

15.1 The committee shall arrange all books, accounts and the records of the Association to be audited within three months after the end of each financial year by an auditor or auditors who should be members of a recognized accounting body duly appointed by the Association at their Annual General Meeting.

ARTICLE 16: SEAL

16.1 The Association shall have perpetual succession and a common seal which shall be kept by the General Secretary to the committee.

16.1 The application of the seal of the Association on any document shall be authenticated by the signature of at least three officials of the Association which shall include the Chairperson and the General Manager of the Association.

ARTICLE 17: INDEMNITY

17.1 Every Executive Committee member, Trustee and other officers of the Association shall be indemnified out of the funds of the Association against all liabilities incurred by them in defending any proceeding whether civil or criminal in which judgment is given in their favor or which they are acquitted or in connection with any application in which relief is granted to them by the court.

ARTICLE 18: FINES

18.1 Any member who contravenes the provisions in these byelaws shall be liable to pay an agreed fine or any such sum as the Association shall set from time to time.

ARTICLE 19: DISPUTE RESOLUTION

19.1 The executive committee shall settle every dispute between the Association and its members or persons claiming under or on account of members and upon failure to reach amicable settlement may seek arbitration before an amicably agreed third party. Should these two mechanisms fail, legal redress will be sought.
ARTICLE 20: AMMENDMENTS

20.1 No new rule shall be made nor shall any of the rules herein contained or hereafter made be amended or rescinded except by resolution passed at an Annual General Meeting of the Association duly convened and held. The General Meeting shall always ratify all additional rules made by the Executive Committee.

ARTICLE 21: DISSOLUTION

21.1 The Association may be dissolved in any of the modes that will be agreed upon by the members. Lira Maendeleo Group shall be dissolved when members agree that the objectives for which it was formed have been met, there is a change in government legal requirements which the association cannot meet, and when the association is declared insolvent by a competent and legally recognized authority in Uganda. Upon dissolution of the Group, the assets and finances of the Group will be divided to the members according to their financial contribution to and shareholding in the Group. Once all the assets and finances have been disposed off, LIRA MAENDELEO GROUP will cease operating and no member will be liable for any acts of omission or commission in relation to the Group. The Investment Group must pay up all its debts and liabilities before dissolution.

DECLARATION

We the several persons whose names and addresses appear hereunder have this 6th day of August 2017 agreed to the foregoing byelaws and adopt them for LIRA MAENDELEO GROUP and we have unanimously resolved that these bye laws be duly registered.

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Before me:

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Commissioner for oaths