

Tanzania Forest Service

**Building the Resilience of Forest Biodiversity to the
Threats of Climate Change in Tanzania's Nature
Forest Reserves**

TRAINING NEEDS ASSESSMENT AND TRAINING PLAN



October, 2025

Acronyms

BTI	Beekeeping Training Institute
BUREFOBI	<i>Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania's Nature Forest Reserves</i>
CA	Conservation Area
CAWM	College of African Wildlife Management
CBCT	Community Based Conservation Training Centre
CIP	Conservation Investment Plan
DRM	Directorate of Resource Management
DTSP	Directorate of Tree Seed Production
FBD	Forest and Beekeeping Division
FITI	Forest Industries Training Institute
FMP	Forest Management Plan
FTI	Forest Training Institute
GCA	Game Controlled Areas
GEF	Global Environmental Facility
IUCN	International Union for Conservation of Nature
JMAs	Joint management agreements
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MNRT	Ministry of Natural Resources and Tourism
NbS	Nature based Solutions
NCMC	National Carbon Monitoring Centre
NCT	National College of Tourism
NEMC	National Environment Management Council
NFR	Nature Forest Reserves
NFU	Natural Forest Unit
NP	National Parks
PORALG	President's Office-Regional Administration and Local Authority
RAS	Regional Administrative Secretariats
SESP	Social and Environmental Safeguards Plan
SUA	Sokoine University of Agriculture
TFS	Tanzania Forest Service
TMA	Tanzania Meteorological Authority
TNA	Training Needs Assessment
UNDP	United Nations Development Programme
VFLR	Village Forestland Reserves
VLUP	Village Land Use Plans
VNRC	Village Natural Resource Committees
VPO	Vice President's Office
WMA	Wildlife Management Area

Table of Contents

FOREWORD.....	3
PART ONE.....	4
1. NATURE FOREST RESERVES TRAINING NEEDS CONTEXT.....	4
PART TWO.....	5
2. TRAINING NEEDS ASSESSMENT.....	5
2.1 RATIONALE FOR THE TRAINING PLAN	5
2.2 TRAINING PLAN OBJECTIVES	5
2.3 INSTITUTIONAL MANDATES AND ROLES WITH RESPECT TO THE PROJECT	6
2.4 TRAINING NEEDS IDENTIFIED UNDER THE PROJECT COMPONENTS	8
2.5 BIODIVERSITY, CLIMATE CHANGE ADAPTATION AND MITIGATION STRATEGIES	13
2.6 PROJECT STAKEHOLDER ENGAGEMENT PLAN	14
2.7 PROJECT GENDER ACTION PLAN.....	15
2.8 PROJECT COMMUNICATION STRATEGY - KEY TRAINING NEEDS MESSAGES	16
2.9 CAPACITY BUILDING AS PER CONSERVATION INVESTMENT PLAN AND PROSPECTUS	17
2.10 TRAINING NEEDS WITH RESPECT TO STAKEHOLDER ROLES	18
2.11 CAPACITY BASELINE IN THE NFRS	19
PART THREE.....	21
3. TRAINING PLAN.....	21
3.1 INTRODUCTION AND RATIONALE FOR THE PLAN.....	21
3.2 TRAINING PLAN OBJECTIVES AND EXPECTED OUTCOMES	22
3.3 TRAINING TOPICS AND PURPOSES.....	23
3.3.1 COMPONENT 1: MANAGE CLIMATE-INDUCED THREATS TO FOREST BIODIVERSITY.....	23
3.3.2 COMPONENT 2: DEVELOP INCOME-GENERATING OPPORTUNITIES TO FINANCE THREAT- REDUCTION MEASURES.....	25
3.3.3 COMPONENT 3: KNOWLEDGE MANAGEMENT, MONITORING AND EVALUATION AND GENDER MAINSTREAMING	27
3.4 TRAINING AUDIENCE AND APPROACH.....	28
3.5 TRAINING ROLL OUT PLAN	29
3.6 TRAINING SCHEDULE	30
3.7 TRAINING RESOURCE REQUIREMENTS (HUMAN, MATERIALS AND FINANCIAL)	35
3.8 MONITORING AND EVALUATION	38
PART FOUR	39
POTENTIAL TRAINING INSTITUTIONS AND OPTIONS.....	39

Foreword

Tanzania Forest Services Agency (TFS) is a national institution mandated to manage the Nature Forest Reserves (NFRs). As of 2024, TFS had established a network of 24 Nature Forest Reserves with a total area of 966,755ha¹. Most of these were gazetted in the last decade and hold huge potentials associated with nature and cultural tourism, carbon markets and community livelihood opportunities. These prospects are new in terms of the traditional forest management skills and call for capacity advancement including expertise. The growing Climate change impacts to forest biodiversity require strategies to mainstream practical actions in the NFRs management plans while venturing in exploitation of untapped environmental and ecosystems benefits and economic streams.

The *Building the resilience of forest biodiversity to the threats of climate change in Tanzania's Nature Forest Reserves* project under United Nations Development Programme (UNDP) through the Global Environmental Facility (GEF) presented supports options to tap these opportunities and address management challenges needed in the these NFRs. This Training Plan was developed to identify capacity development needs covering nine NFRs namely Mt. Hanang and Nou in the Manyara Region, Pindirola and Rondo in the Lindi Region, Pugu–Kazimzumbwi and Uzigua in the Coast Region, Essimangor and Hassama Hills in the Arusha Region and Mwambesi in Ruvuma Region.

Preparation of this Plan was compelled by the NFRs' demonstrated needs resulting from their high vulnerability to climate-induced risks impacting on forest biodiversity and the limited operational capacity to effectively manage these NFRs. It was also driven by the prospective, but undeveloped biodiversity opportunities in ecotourism and carbon markets within and in the adjacent villages.

TFS appreciates the long-standing cooperation with the United Nations Development Programme (UNDP) Tanzania, through which the “*Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania's Nature Forest Reserves*” (BUREFOBI) project that will support implementation of this Plan. TFS will continue to embrace this partnership to advance further conservation and sustainable nature based livelihood prospects.

The Government of Tanzania equally invite other partners to engage and roll out the medium and long term training needs identified in this plan and related capacity development initiatives. We believe the knowledge and skills to be developed through this Plan will create the necessary capacity for effective management of these reserves and the adjacent village lands and contribute to broader prospects for the forest sector and the forest dependent communities.

Prof. Dos Santos A. Silayo
Conservation Commissioner

¹ IUCN Category of Strict Nature Reserves

PART ONE

1. NATURE FOREST RESERVES TRAINING NEEDS CONTEXT

The Ministry of Natural Resources and Tourism (MNRT), in collaboration with United Nations Development Programme (UNDP) Tanzania, developed a Global Environmental Facility (GEF) funded project named “*Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania’s Nature Forest Reserves*” (BUREFOBI). The project aims to support Tanzania in addressing one of the barriers responding to the deforestation and land degradation threats, that are aggravated by climate-change and the low-capacity in the NFRs management. The Project has three interlinked Components namely the **Component 1**: Manage climate-induced threats to forest biodiversity; **Component 2**: Develop income-generating opportunities to finance threat-reduction measures; and **Component 3**: Knowledge management, monitoring and evaluation and gender mainstreaming. The project is implemented across nine Nature Forest Reserves (NFRs) summarized in Table 1. These are Mount Hanang, Pindirol, Rondo, Pugu–Kazimzumbwi, Uzigua, Mwambesi, Essimangor, Nou and Hassama Hills. The Nature Forest Reserves are managed for conservation and offer the highest level of protection (consistent with IUCN Category Ia: Strict Nature Reserves) and allows development of none consumptive utilization such as ecotourism. This management prominence requires additional skills beyond the conventional forest management practices.

The BUREFOBI project includes implementation of innovative best-practices and technologies that require enhancing capacity for the main players. This include NFRs management plans climate-proofing; and development and management of nature-based and sustainable business models that enable communities to advance greater benefits from the NFRs. The project situation analysis indicated the need for strengthening institutional capacity both internal and external (for the implementing partners) through targeted training across in the three project components. The objective and methodology was based on the objectives on realizing the Five-Year “*Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania’s Nature Forest Reserves*” project that include various outputs and training activities. TFS therefore prepared this Training Plan to ensure that the planned trainings were effective and informed by practical capacity development needs. The primary objective was to develop a comprehensive, practical and results-oriented training plan for the project that builds on a Training Needs Assessment (TNA). The assessment was undertaken mostly through review of documents that identified among others, key stakeholders’ roles and mandates, skills and knowledge gaps, training needs and training options. The desk review was complemented by technical consultations mainly within TFS Management and the NFRs teams.

Table 1: Project Targeted NFR

Zone	NFR	Operational FMP
Eastern	Pugu- Kazimzumbwi	2022/23 - 2026/27
	Uzigua	2022/23 - 2026/27
	Vikindu	Under gazettement process
Central	Mt. Hannang	2023/24-2027/28
Northern	Essimangor	2022/23-2026/27
	Nou	2024/25 – 2028/29, under review
	Hassama	2015/16 - 2019/20
Southern	Mwambesi	Under gazettement process
	Pindirol	2019/20– 2023/24
	Rondo	2023/24-2027/28

PART TWO

2. TRAINING NEEDS ASSESSMENT

2.1 Rationale for the Training Plan

During the design of the “*Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania’s Nature Forest Reserves*” project, the baselines indicated that most of the NFRs had technical and operational capacity deficiencies. The gaps were mainly on planning and implementation of critical mandates that include addressing climate change in the NFRs plans, innovative conservation development options to address emerging issues and options, managing participatory practices and running of routine operations. The Forest Management Plans (FMP) for these NFRs were also noted to focus more on the conventional management approaches that capitalize on conservation practices. Most of them lacked the broader issues such as climate change and the impacts on biodiversity and measures to enhance their function as carbon sinks. Most were also passive on development of viable economic nature-based potentials and alternatives for income generation.

These NFRs are categorized on biodiversity high risk with demonstrated low capacity. Development of these capacities therefore constitute a critical part of the project interventions. These comprise of the needs identified in the Project Documents, national strategies and plans relevant to the project. Specific references include the national climate change adaptation and mitigation and biodiversity strategies, the Social and Environmental Safeguards Plan (SESP), and the Communication Strategy. Others are the TFS Conservation Investment Plan, Investment Prospectus and related forest sector strategies that identify capacity development needs with respect to the project and stakeholders’ mandates.

2.2 Training Plan Objectives

The Training Plan’s main objective was to carry out Training Needs Assessment (TNA) and prepare a Training Plan. The Training Plan is intended to guide training activities identified in the project to ensure effective delivery of the project outcomes. The Training Plan is also expected to serve the six specific objectives hereunder:

Enhanced project outcomes delivery

TFS as the main project implementing partner executes the project through the Zones, Districts and the NFRs teams. The overall project implementation through the Project Management Unit, the field teams and local level institutions provide technical support and facilitate interventions targeting the project beneficiaries. The Training Plan will provide the necessary knowledge and skills both for the implementers and beneficiaries to catalyze innovation, document best practices for scale up and enhance sustainability.

Stimulating innovation

The project contributes to development and testing of best forest management practices that embrace novel planning, management and operational measures that integrate climate change responses in protected area management. The project also supports innovative, alternative revenue- generating activities in and around the NFRs. Such approaches are new to most NFRs teams and the communities. The trainings will support development of the required knowledge and skills in the respective outputs.

Enabling scale up

Successful models and best practices implemented under the project will be scaled up through the network of NFRs and buffer areas. Effective implementation of such interventions will require presence of appropriate skills and knowledge that will be developed through the specialized trainings.

Improved knowledge management

Under Component 3 of the project, a dedicated knowledge management output is included intended to collate, analyze and maintain all the relevant climate knowledge required to guide decisions and actions during project implementation and beyond the project. This commitment requires building the necessary knowledge to analyze and integrate these measures into the NFR planning and decision-support processes. This is also linked to identification, development and management of new opportunities such as ecotourism and forest carbon projects. The project recognizes that these are non-traditional skills and supports training and skills development of designated staff members in TFS, VPO and relevant partners including communities.

Catalysing gender equality and empowerment

The Project Gender Action Plan includes specific activities to ensure gender is mainstreamed in all project components, and that the project contributes towards improving gender equality and women's empowerment in the project sites. Such actions include optimizing opportunities for employment, and participation of women in various activities such as forest guards, forest rangers and resource user groups. This empowerment necessitates gender training both for the technical staff and the reserve-adjacent villages.

Building sustainability

Sustainability of the project is anchored in institutional ownership both for TFS and local levels institutions and beneficiaries. The project outputs feed into the NFRs management plans and introduce climate-resilient activities built into the plans -FMPs and the co-management agreements -JMAs. Effective implementation of innovative revenue generating activities will increase the financial resources for conservation management of NFRs beyond the project. Improved revenue streams will enable implementation of additional conservation and climate mitigation measures, reduce the threats to biodiversity and the promote the livelihood opportunities. Capacity building for the partners through involvement of the private sector, local communities and NGOs will contribute in advancing synergies for targeted NFRs.

2.3 Institutional mandates and roles with respect to the project

The main partners with respect to the project are the Ministries, Departments and Agencies (MDAs), Local Government Authorities (LGAs). Capacity analysis with respect to implementation of Building the resilience of forest biodiversity to the threats of climate change in Tanzania's Nature Forest Reserves was done for key partners as well. The capacity status review focused on the key national level partners and sampled LGAs that will be implementing relevant project activities.

The **MDAs** constituted mainly the Vice President's Office (VPO) that has overall responsibility for the coordination of Biodiversity Conservation and Climate Change. Ministry of Natural Resources and Tourism (MNRT) has the responsibility for overseeing the management of all forest resources through Forest and Beekeeping Division (FBD) and the Tourism Division that regulate tourism development. Ministry of Finance oversees financial resources mobilization and revenues generation from forest resources. PORALG through the Regional Administrative Secretariats (RAS) serve as the link between the MNRT, ministries and the LGAs and coordinates all development plans including conservation and climate change interventions. The Tanzania Forest Service (TFS) Agency is mandated with the establishment and management of national Forest Reserves and provides strategic direction and professional support to the District Forest Managers and

the NFRs through the Zonal offices. All MDAs indicated the presence of specific national priorities for climate change and biodiversity that will inform alignment with the NFRs capacity development. The ministries were coordinating and facilitating resources mobilization for biodiversity and conservation projects.

The **Local Government Authorities (LGAs)** are the main project collaborating partners that support technical activities in villages adjacent to the NFRs in line with District development plans. Capacity gaps were on identification of appropriate community level conservation and income generation interventions. The LGAs equally had gaps in awareness on climate change among LGAs and capacity to coordinate, monitor, and evaluation community interventions.

NGOs are Project collaborating partners as well, providing complementary project management and capacity building support. In some areas, they also implement synergistic activities mainly on livelihoods enhancement. These will be engaged as appropriate for capacity building activities.

Academic and training institutions are collaborating partners mainly on capacity building including tailor made trainings. These include University of Dar es Salaam; College of African Wildlife Management (CAWM) – Mweka; Olmotonyi Forestry Training Institute (FTI); and College of Forestry, Wildlife and Tourism under the Sokoine University of Agriculture (SUA). These institutions will support through competitive engagement in providing respective trainings.

The **Private sector** are Project partners that provide technical support, capacity building support and financing. These include tour operators, tourism development investors, recreational business operators, and companies supporting carbon credits, etc. this do have substantive role in participating and supporting respective outputs.

The **Village authorities** including Village Assembly, Village Council, Village Natural Resource Committees (VNRC) are also the Project collaborating partners as well as project beneficiaries and will engage in implementation and also as project beneficiaries on capacity building for related activities mainly in Component 1 and 2.

Local communities, forest-dependent communities, households and individuals are the direct project beneficiaries for the supported livelihoods and capacity building activities in particular Component 2. The beneficiary - individuals or groups represent the interests of community-level groups of stakeholders who will ultimately benefit from the respective activities.

Based on these mandates and interests, the capacity needs identified are summarized in Table 2.

Table 2: Project related Training Needs for the LGAs

Capacity need/gaps	Training needs /Training area	Audience/Beneficiaries
Knowledge on roles and responsibilities with respect to NFR conservation and economic opportunities within the NFR and in the adjacent landscapes	Awareness on LGA roles and management options including economic opportunities Participation in relevant conservation events	LGAs Zonal Offices Teams District Forest Managers NFRs Teams Village authorities - VNRCs and communities
Knowledge on climate change including the basic concepts and impacts	Awareness and training on Climate change	LGAs Zonal Offices Teams District Forest Managers NFRs Teams Village authorities - VNRCs and communities
Resource mobilization to implement conservation, livelihood and adaptation projects	Training on resource mobilization	LGAs Zonal Offices Teams District Forest Managers NFRs Teams
Identification and implementation of nature-based economic solutions	Trainings directed on conceptualization of available opportunities, and design of feasible Nature based Solutions (NbS) projects	LGAs Zonal Offices Teams District Forest Managers NFRs Teams Village authorities and communities
Identification of economic and sustainable business models within NFRs	Training on identification, packaging and marketing of economic activities – ecotourism, carbon projects etc.	Zonal Offices Teams District Forest Managers NFRs Teams
Planning and implementation of community level conservation projects	Tailor made training and short trainings and study tours mostly attached to specific activities	LGAs District Forest Managers NFRs Teams Village authorities and communities

2.4 Training Needs identified under the Project Components

The Project has three interlinked Components namely the **Component 1**: Manage climate-induced threats to forest biodiversity; **Component 2**: Develop income-generating opportunities to finance threat-reduction measures; and **Component 3**: Knowledge management, monitoring and evaluation and gender mainstreaming. The project alternative scenario includes implementation of innovative best-practices and technologies that require enhancing capacity for the main players. These embrace climate-proofing for the NFRs; entrepreneurship development and sustainable business models that enable communities to advance greater benefits from the management of NFRs. The management shifts thus involve strengthening the institutional capacity of various stakeholders through targeted training interventions across the three project components and outputs as summarized in Table 3.

Table 3: Training Needs based on Project Components and Outputs

Component	Outcome	Outputs	Training related activities and beneficiaries	Responsible
Component 1: Manage climate-induced threats to forest biodiversity	Outcome 1.1: The improved planning and operational management capacity in NFRs enables a more proactive response to climate-induced threats to forest biodiversity	Output 1.1.1: Forest Management Plans (FMPs) that incorporate measures to reduce climate-induced risks to biodiversity and enhance climate resilience are prepared for NFRs	Train NFR field staff at Zonal, District and NFR - levels) to identify integrate climate change needs into the forest management planning	TFS will provide the technical facilitation in development of the FMPs through its Zonal Offices, Facilitate in-house and outsourced trainings for the nine NFRs using climate expert institute (or NGOs)
		Output 1.1.2: A basic operational staff complement is established, adequately equipped and deployed in the NFRs	Develop and implement a gender-sensitive training and mentoring program (basic-intermediate- advanced), for the forest rangers and technical staff in NFRs and the village-based forest guards mandated to support the NFR forest rangers	Contracted professional, accredited training service providers or Community Based Conservation Training Centre) to deliver structured training courses and practical field-based instruction for the TFS-appointed forest rangers, and community-based forest guards and groups deployed in the NFRs
		Output 1.1.3: Proactive management measures to reduce the climate-induced threats of encroachment, fire, invasive species and habitat degradation are implemented in each NFR	Deliver basic integrated wildfire management training to NFR staff and community forest guards in the reserve-adjacent buffer areas	TFS experts will provide technical facilitation on forest fires management for the villages, community groups, community members and the NFR field staff
	Outcome 1.2: Enhanced collaboration in	Output 1.2.1: Environmental-friendly activities	Training and deployment of community-based forest guards in Village Forestland Reserves	Contracted local research institution, CBO or

Component	Outcome	Outputs	Training related activities and beneficiaries	Responsible
	the management of buffer areas around NFRs contributes to mitigating and adapting to climate-induced threats to forest biodiversity	that contribute to improving forest conservation and reducing threats to forest biodiversity are collaboratively implemented in the buffer zones of the NFRs	(VFLR) in the NFRs buffer zones	NGO to support village governments in optimizing community benefits from implementation through co-management i.e. JMAs
			Provide technical training in development of forest-based livelihood activities (i.e. beekeeping, recreational support services, tour guiding, etc.) in the NFRs, VFLRs and in the buffer zones	
			Train village governments, communities and NFR staff on implementation of wildfire management measures and HWC mitigation measures	
			Provide training on design and implementation of conservation and community-level livelihood activities	
			Provide training and awareness for communities on livelihood activities in the NFRs buffer zones	
			Train village governments, community-based forest guards; and NFRs in implementation of participatory conservation and community-development activities	
Component 2: Develop income-generating activities to finance threat-reduction measures	Outcome 2.2: Alternative income-generating mechanisms are implemented, and their cost-effectiveness evaluated, in selected NFRs	Output 2.2.1: A sub-set of viable income-generating activities are developed and operationalized in selected NFRs	Train selected TFS staff and carbon project partners (i.e. participating communities) in management of designated-restored forests and monitoring of carbon stock, social and biodiversity parameters	Contracted services of accredited training service providers to deliver targeted carbon projects to selected TFS, NFR staff and other partners
			Train selected District Forest and NFR staff to develop and	Contracted services of training

Component	Outcome	Outputs	Training related activities and beneficiaries	Responsible
			manage ecotourism related investments	service providers to deliver targeted trainings to NFR staff to develop and implement ecotourism activities
			Train selected District and NFR staff to facilitate tour operations in and around the reserves	
			Training of local communities and local guides to provide community-based tour guide services, manage homestays, and other ecotourism services	
Component 3: Knowledge management, monitoring and evaluation and gender mainstreaming	Outcome 3.1: Improved knowledge on the management of climate-induced threats to forest biodiversity guides the future climate-proofing of the national network of NFRs	Output 3.1.1: The climate knowledge required to guide decisions and actions that enhance the climate-resilience of the network of NFRs is developed	Train the National REDD+ Coordination Team in VPO to implement the REDD+ readiness activities to strengthen development of forest carbon credit markets (i.e. identification of priority forest carbon sites and benefit-sharing arrangements)	Contracted services of climate change and forest resilience advisor to mentor, and provide technical backstopping support to the designated TFS staff.
			Train the Natural Forest Unit and Directorate of Tree Seed Production in TFS to: (a) develop, maintain and disseminate climate knowledge; (b) monitor the impact of climate change on the NFRs ecosystems, and design in situ and ex situ measures; (c) monitor carbon stocks in natural forests and restored forestlands; (d) measure, verify and report on carbon emissions from forests; and (e) incorporate the evolving climate knowledge in TFS planning and decision-support for the NFR network (e.g. mainstreaming climate into corporate strategic planning and FMPs).	Contracted services of a climate research institution and/or organization and prepare technical guidelines and the necessary tools linking with mandated organizations (VPO, National Environment Management Council (NEMC), National Carbon Monitoring Centre (NMC), Tanzania Meteorological Authority (TMA) and research institutions

2.5 Biodiversity, Climate change adaptation and mitigation Strategies

Biodiversity Strategy and Action Plan

The National Biodiversity Strategy and Action Plan (2025-2030) include targets that provide actions on capacity building on biodiversity management. These include Target 1 on putting priority terrestrial areas under participatory, biodiversity-inclusive management; Target 5 that promotes community management and co-management in terrestrial resources; Target 8 that aims to minimize the impact of climate change on terrestrial habitats, and vulnerable ecosystems. Others are Target 11 that promotes nature-based solutions and adaptation interventions to restore, maintain and enhance ecosystem functions; Target 19 on mobilizing public and private sector resources including market-based financing options for biodiversity (i.e. Carbon credits and Payment for Ecosystem Services); Target 20 that promotes capacity building for biodiversity management; Target 22 on enhancing participation in decision-making and access to biodiversity benefits and Target 23 that advocates for gender inclusiveness and equity in biodiversity actions. These call for specific trainings that related to NFRs management strategies and the catalytic IGAs that this project contributes to as summarized in Table 4.

National Climate Change Adaptation and Mitigation Strategies

The documented climate change impacts on forest ecosystems and biodiversity vary from loss of biodiversity; habitats deterioration, increased risk from forest fires, proliferation of plant invasive species and ecosystem shift. Impacts of climate change on forests have been aggravated by encroachment for subsistence agriculture, livestock grazing and expansion of human settlements. Climate change also continued to impact species with limited niche affecting their production systems and productivity; altering flowering cycles, dispersal, migration and survival capabilities. Climate change impacts as well, livelihoods and the forest based investments value chain. Capacity building to implement climate change related outputs in the project link to planning and addressing the adaptation and mitigation activities within NFRs' Management plans.

Table 4: Climate change adaptation, mitigation and biodiversity strategies

Capacity need/gaps	Training needs /Training area	Beneficiaries/Audience
Participatory, biodiversity-inclusive management; that promotes community co-management	Awareness on the LGAs and community institutions on their roles and management Participation in relevant conservation events	LGAs, Zonal Offices Teams District Forest Managers NFRs Teams, Village authorities - VNRCs and communities
Identification and management of climate change interventions in vulnerable forest ecosystems	Awareness and training on Climate change	LGAs; Zonal Offices Teams District Forest Managers NFRs Teams; Village authorities - VNRCs and communities
Designing and implementation of nature-based solutions and adaptation interventions and related livelihoods for NFRs adjacent communities to restore, maintain and enhance ecosystem functions	Trainings directed on identification of available opportunities, and design of feasible projects Understanding of options including economic opportunities	LGAs Zonal Offices Teams District Forest Managers NFRs Teams
Fundraising and resources mobilization from both public and private sector resources	Training on resource mobilization	LGAs Zonal Offices Teams District Forest Managers

Capacity need/gaps	Training needs /Training area	Beneficiaries/Audience
including market-based financing options for biodiversity (i.e. Carbon credits and Payment for Ecosystem Services)		NFRs Teams Village authorities and communities
Participation in decision-making and access to biodiversity benefits from NFRs	Training on identification, packaging and marketing of economic activities – ecotourism, carbon projects etc.	Zonal Offices Teams District Forest Managers NFRs Teams
Gender inclusiveness and equity in the NFRs management plans	Tailor made training that include all gender sections	LGAs; District Forest Managers NFRs Teams; Village authorities and communities
Planning and implementation of adaptation and mitigation activities within NFRs' Management Plans	Tailor made training that include short trainings and study tours mostly attached to specific activities	Zonal Offices Teams District Forest Managers NFRs Teams

2.6 Project Stakeholder Engagement Plan

Stakeholder Engagement Plan (SEP) for the project identified participation and stakeholders' engagement needs including participation, empowerment, transparency and accountability aspects as the key capacity development areas. The SEP key messages with respect to Training and capacity building are summarized in Table 5.

Table 5: Training needs identified in the SEP

Training Gaps	Training needs	Beneficiaries/Audience
Limited information on the project objectives, expected results and	Awareness on roles and rights in the project Information sharing for key stakeholders to strengthen informed participation and engagement	LGAs Zonal Offices Teams District Forest Managers NFRs Teams Village authorities - VNRCs and communities
Collaboration mechanisms with stakeholders to understand and take onboard their concerns and the project related solutions	Awareness and targeted Project implementation meetings and forums for stakeholder groups engagement	LGAs District Forest Managers NFRs Teams Village authorities - VNRCs and communities
Scale up and sustainability of results	Approaches to implementation of local level activities, documentation of best practices and scale up mechanisms	LGAs NFRs Teams Village authorities
Project Monitoring and evaluation approaches including documentation of lessons learned	Participatory Monitoring and Evaluation approaches Development of best practices	LGAs District Forest Managers NFRs Teams Village authorities

2.7 Project Gender Action Plan

The Gender Action Plan (GAP) implementation will facilitate the integration of gender considerations into the BUREFOBI components. These will ensure that NFR staff, stakeholders and project beneficiaries are equipped with analytical skills and evidence-base gender information for appropriate policy and programmes, including developing initiatives to address gender disparities. To strengthen gender equity in the NFRs management in the project, key capacity building interventions based on the outcomes are summarized in Table 6.

Table 6: Gender Action Plan

Training Gaps/Area	Capacity engagement area and Training needs	Beneficiaries/Audience
Output 1.1.1: Reserve Management Plans (RMPs) that incorporate measures to reduce climate-induced risks to biodiversity, and enhance climate resilience	Approaches for women participation in preparation of FMPs that incorporate measures to reduce climate-induced risks and enhance gender-responsive climate resilience actions	LGAs NFRs Teams Village authorities - VNRCs and community groups
Output 1.1.2: A basic operational staff complement is established, adequately equipped and deployed in the NFRs	Tailored training and mentoring of deployed technical staffs, forest rangers and community-based forest guides with of women and ensuring all training modules are gender-sensitive	NFRs technical staffs Forest rangers Community-groups with women representatives
Output 1.1.3: Proactive management measures to reduce the climate-induced threats of encroachment, fire, invasive species and habitat degradation are implemented in NFR	Training on (i) Integrated fire management and ii) invasive species control to ensure fully participation of women	Zonal Offices Teams, NFRs staff, LGAs Village authorities and VNRCs, Community groups Forest guards Short-term contract staff
Output 1.2.1: Environmental friendly activities that contribute to improving forest conservation and reducing threats to forest biodiversity are collaboratively implemented in the NFRs buffer zones	Knowledge and participation in the VLUPs and VLFR during negotiation and implementation of JMAs Training and extension services in reserve-adjacent buffer areas	NFRs staff LGAs Village authorities and VNRCs, Community groups
Output 2.1.1: Conservation Investment Plans (CIPs) are prepared for nine NFRs and implementation plans developed for a sub-set of viable income generating opportunities in selected NFRs	Participation of women in preparation of CIPs and implementation plans for the nine NFRs	NFRs staff LGAs Village authorities and VNRCs, Community groups
Output 2.2.1: A sub-set of viable income-generating opportunities are developed and operationalized in selected NFRs	Participation of women in (i) identification and planning of income generating opportunities - ecotourism activities and nature-based livelihood solutions	NFRs staff LGAs Village authorities and VNRCs, Community groups

Training Gaps/Area	Capacity engagement area and Training needs	Beneficiaries/Audience
Output 3.1.1: The climate knowledge required to guide decisions and actions that enhance the climate-resilience of the network of NFRs is developed	Climate Change Planning Processes and integration in national processes, International exchange, learning and field visits program	VPO, TFS and LGA staff
Output 3.1.2: A project-based monitoring, reporting and evaluation program is maintained	Monitoring and evaluation including age-disaggregated data and gender-responsive, analysis, and reporting	Zonal Offices Teams, NFRs Teams, LGAs, District Forest Managers; Village authorities - VNRCs and communities

2.8 Project Communication Strategy - Key training needs messages

The BUREFOBI project supports nine, of the 24 Forest Nature Reserves gazetted as of 2025. The project offers unique opportunity to conserve biodiversity and build adaptation resilience and mitigate threats to Tanzania's NFRs. The Weakness, Opportunities and Challenges (SWOC) analysis carried out in developing the Communication Strategy identified key areas for capacity building. The capacity building aspects are summarized in Table 7.

Table 7: Communication Strategy – Training Needs

Training Gaps/Area	Capacity engagement area/Training needs	Beneficiaries/Audience
Awareness on Climate change and conservation	Climate change awareness with respect to forest conservation and the feasible income NbS and alternatives	LGAs NFRs Teams Village authorities - VNRCs and community groups
Participatory forest management	Understanding of roles, stakeholders' interests, priorities, mandates and benefits Implementation of joint management agreement	Local Government (LGAs) NFRs Teams Village authorities - VNRCs, Community groups and Communities
Project management	Tailor-made trainings and skills improvement for staff on Project management (planning, implementation and monitoring)	Zonal Offices Teams District Forest Managers NFRs Teams
Biodiversity benefits and services	Trainings to build community understanding on the importance of nature forest reserves and linkage to environmental opportunities and benefits	NFRs Teams Local Government (LGAs) Village authorities – VNRCs, Community groups and Communities
Nature-based livelihood opportunities	Awareness and technical skills to identify, plan, implement/promote nature-based solutions in communities especially for youth and women in villages abutting surrounding the NFR	NFRs Teams Local Government (LGAs) Village authorities – VNRCs, Community groups and Communities

2.9 Capacity building as per Conservation Investment Plan and Prospectus

Tanzania Forest Services Agency (TFS) guided by its 5-Year Strategic Plan (2020/2021 - 2024/2025) has prepared a Conservation Investment Plan (CIP) to enhance management of NFRs network. TFS as of 2024 had established a network of 24 Nature Forest Reserves (NFR) ² with an area of 966,755ha and most of these were established in the last decade. This is a tremendous expansion from the first NFR (Amani Forest Reserve, established in 1997) demonstrating Government commitment to conservation of these critical forest areas. These NFRs are threatened by drivers related to encroachment for agriculture, livestock grazing in fragile forest ecosystems, illegal harvesting for charcoal production, mining and the proliferation of invasive species.

Effective management and implementation of NFRs is constrained by among other challenges, limited capacity and expertise to develop and manage the emerging management needs including the commercial services and revenue streams. Owing to the direct threats within and around the reserves, the NFRs management calls for improved operational capacity to meet the basic conservation needs and exploit untapped environmental and ecosystems benefits.

The tourism industry is transforming to embrace new developments and market segment in nature based tourism products and cultural heritage attractions. The eco-tourism market has been on the growth accounting for about 5% of the Sub-Sahara segment and is expected to grow by at least 20% per annum over the coming years. The Government Notice No. 85 (The Forest Ecotourism Facilities Concession Regulation) has also provided for ecotourism development in the NFRs calling for new forest management skills and knowledge. Table 8 summarizes the training needs identified in the Conservation Investment plan and Prospectus that do also build on the needs identified in the project.

Table 8: Training needs identified in the Investment Menu and Prospectus

Training Gaps/Area	Capacity engagement area/Training needs	Beneficiaries/Audience
Knowledge and skills to develop and implement income generating potentials in the NFRs	Awareness on the NFRs prospective products and services	Zonal Offices, NFRs staff
	Identification, development and management of commercial services in the NFRs	TFS HQ, Zonal Offices, NFRs staff, Private sector entities
	Packaging and marketing of the potentials wild and cultural resources to attract private sector investments	TFS HQ, Zonal Offices NFRs staff, Private sector entities
	Identification and development of nature-based conservation and economic solutions for NFR adjacent communities	LGAs, NFRs staff Village and Community group, NGOs and CBOs teams
	Resources including emerging revenue opportunities such as carbon markets and ecotourism benefits	TFS HQ, Zonal Offices, NFRs staff, LGAs, Village and Community groups, NGOs and CBOs teams
Knowledge and skills in partnerships management	Coordination and partnerships management (government agencies, conservation organizations, LGAs and local communities) working within and around the reserve	Zonal Offices, NFRs staff LGAs, Village and Community groups, NGOs and CBOs teams
	Development and promoting incentives for private sector to invest and operate tourism and other services in the NFRs	TFS HQ, Zonal Offices NFRs staff

² IUCN Category of Strict Nature Reserves

2.10 Training needs with respect to stakeholder roles

The *Building the resilience of forest biodiversity to the threats of climate change in Tanzania's Nature Forest Reserves* project approach to stakeholder involvement and participation during project implementation is premised on the principles of value addition, inclusivity of relevant stakeholders and capacitating stakeholders to nurture commitment and accountability. The relevant training needs with respect to mandates in the project are summarized in Table 9.

Table 9: Training Needs as per Stakeholders' mandates in the project

Stakeholder	Role and Mandate	Relevant Training for effective engagement in the project	Beneficiaries/ Audience
Communities (Forest-dependent communities)	Direct project beneficiaries and community level project implementation	• Technical knowledge with respect to activities identified in Tables 3 and 8 • Informed participation and decision making	LGAs Village authorities, VNRCs, Community groups
Private sector - Tour operators, tourism enterprises, businesses, carbon credits companies etc	Project partner in conservation and tourism (ecotourism) development within NFRs. Involvement in forest carbon credits through carbon markets.	• Conservation and economic investment opportunities (tourism, forest carbon credits) • Partnerships mainly in concessions management	Zonal Offices Teams, NFRs staff LGAs, Private sector – Tourism, hunting
NGOs and CBOs	• Support project activities through implementation of conservation, training, awareness- raising and education projects in villages abutting the NFRs. • Support implementation of specific community-development, tourism development and conservation activities.	• Coordination of community level activities through bilateral meetings; technical workshops; information sharing sessions; multi-media communications; and field excursions • Partnership (through technical meetings and information sharing sessions, community forums, Village government meetings) • Awareness raising and education sessions & tailored trainings	• LGAs • NFRs staff • Village authorities, Community groups • NGOs and CBOs teams
Village Authorities (Village Assembly, Village Council, Village Natural Resource Committees, Village Forest Guards)	• Responsibility for planning and coordinating development activities; supporting villagers engaged in economic activities and communal enterprises. • Development and enforcement of by-laws	• Trainings on respective roles and responsibilities for Villages; • Village trainings and meetings for communities and resource user groups; • Technical training sessions i.e., for the forest rangers and village-based forest guards, VNRC • Trainings on by-laws enforcement and benefits sharing	• Village Authorities • Village Natural Resource Committees, • Village Forest Guards

2.11 Capacity baseline in the NFRs

The Nature Forest Reserves (NFR)³ supported by the project were established in the last decade with inherent capacity gaps. The capacity assessment for the nine NFRs involved review of human resources (staff numbers), staff placements, and staff technical skills. Technical and management capacity needs assessments was undertaken through consultations with TFS management and the NFRs teams. The assessment indicated that staffing in all the targeted NFRs was quite low (18% placements including contract staff) available based on the TFS human resources establishment plan for the NFRs (Table 10).

Most of the NFRs were also categorized with low-capacity and climate-vulnerable associated with their isolation and incompatible land use in adjacent areas. Basing on the skeleton staffing, the training needs identified to facilitate implementation of project activities and the basic NFRs operations are summarized in Table 11.

Table 10: FNRs Staff Capacity		
FNR	Available Staff	Required Staff
Mount Hanang	7	13
Mwambesi	0	15
Pindirola	1	11
Rondo	9	20
Pugu-Kazimzumbwi	6	17
Uzigua	0	13
Essiminingor	1	14
Hassama Hill	0	18
Nou	0	11
Total	24	132

Base line survey in 2023

Table 11: Specific training needs identified from the FMPs

Training Gaps/Area	Capacity engagement area/ Training needs	Beneficiaries/Audience
Planning and implementation of climate adaptation interventions in NFRs	Technical capacity to assess climate change vulnerability, impacts and plan relevant conservation and economic activities in NFRs' FMPs	Zonal Offices Teams NFRs Teams District Forest Managers
Resource assessments and analysis to support planning and decision making for the NFRs' management	Resource inventories and vulnerability assessments to inform planning and management including proactive development of emerging opportunities – carbon projects, ecotourism etc.	TFS HQ experts Zonal Offices Teams NFRs Teams District Forest Managers
Resources mobilization for NFRs management and the community based interventions in adjacent villages	Identification of potential partners and sources of funding, packaging and marketing of potential investments, and design of revenue and fundraising plans	TFS HQ experts Zonal Offices Teams NFRs Teams District Forest Managers LGAs
Coordination at landscape level	Partnership management skills, coordination and knowledge sharing Landscape level planning and management- engaging non-state actors (private sector for concessions management) and communities through co-management arrangement, etc.	Zonal Offices Teams; NFRs Teams; District Forest Managers LGAs Private sector Implementing partners within the NFR's landscape Community institutions

³ IUCN Category of Strict Nature Reserves

PART THREE

3. TRAINING PLAN

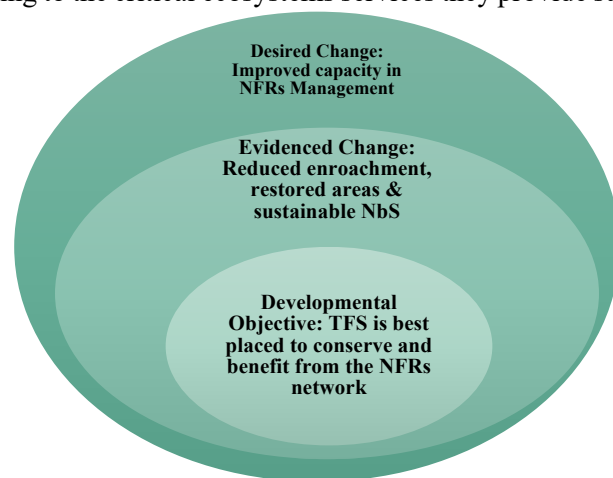
3.1 Introduction and rationale for the Plan

The Training Plan is intended to enhance implementation of the “*Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania’s Nature Forest Reserves*” project. It aims to facilitate stakeholders understand their roles, learn and acquire the necessary skills and knowledge, and effectively implement their respective responsibilities. The Training Plan will ensure that the Project team, TFS staff and the LGAs staff, are equipped with the right skills and knowledge to perform their responsibilities efficiently. It also aims to enable communities, resource user groups, beneficiaries and the community institutions are aware of, understands the project objectives and own the respective interventions. The Plan includes the training objectives and expected outcomes, training schedule (activities/tasks and the training timeframe). The Plan embodies practical training built on the needs of project and the respective implementing partners and adopt the introduced best practice, new technologies, and enhance their proficiency.

The nine NFRs were gazetted in the recent years with newly developed/reviewed Forest Management Plans. The Plans translate implementation of respective forest management and operations of the TFS Strategic Plan (2020-2025) and other strategies such as the Investment Policy and Prospectus. NFR management is gradually calling for integrating climate resilience owing to the critical ecosystems services they provide such as catchment and watershed services. Management of these NFRs embed participatory management practices through engagement of communities adjacent to the reserves and in the buffer zones and corridors. This participatory management entail formulation and implementation of Joint Management Agreements and bylaws and village land forest management plans in the buffer villages. These roles include routine boundary consolidation and also implementation of initiatives for revenue generation and promotion of alternative livelihood and income generating interventions such eco-tourism.

It is acknowledged that these management and operational practices are new and evolving and thus require upskilling of staff to enhance their competencies on these forest management needs. They also call for building and managing partnerships including the private sector (for the envisaged tourism and carbon projects), communities (for joint management approaches), and NGO/CBOs (on resources mobilization, and implementation synergies).

Based on this training needs, the Training Plan adopts the technical skills training program model - role-specific skills - that focuses on providing the "hard" skills and knowledge that the project team, NFR staff and the community level partners will utilize in performing their responsibilities under the respective outputs.



Training Plan Steps

(a) **Establishing training needs:** This first involves provides an understanding of the knowledge, abilities, and skills, the gaps are, and how these compare to project implementation role and performance expectations. This was informed by the training needs assessment which uncovered the skill proficiencies for

respective NFR teams, and the skill levels crucial for the project performance. The TNA also identified the targeted training audience.

(b) **Alignment with TFS and Project objectives:** The training needs were linked to the TFS Strategic Objective C: *Forest Resource Base and Ecosystems Improved* and H: *Institutional Capacity to Deliver Services Enhanced*. It contributes directly to the “*Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania’s Nature Forest Reserves*” project objective “*managing climate-induced threats to forest biodiversity, fostering income-generating activities to finance threat-reduction measures, and prioritizing knowledge management and gender mainstreaming*”.

(c) **Setting training objectives:** The training objectives were developed focusing on addressing the training needs identified, enhancing current skills, and addressing the knowledge gaps. They also considered how the training will improve project management and performance, promote TFS competencies, career progression and NFRs management roles.

(d) **Developing training package:** The training package for this Plan combines the training needs, objectives, targeted content and targeted audience and also include training resources covering costs for training/facilitation (preparation of training content - documents, presentations, videos, etc.), venues, costs for training materials and facilities, participation expenses (related to travel, accommodation and catering requirements, training in, the access control and fee payment systems)

3.2 Training Plan Objectives and expected outcomes

Objectives and outcomes

The overall objective of the Training Plan is to equip the trainees (NFRs teams, related agencies staff, LGAs, Civil Society Organization and communities) with practical knowledge and skills to realize the project outcomes. Specific outcomes are summarized in Box 1. The Training Plan contains 6 priority themes elaborated in section 3.3 as grouped from the training needs assessment.



Box 1: Expected Outcomes

Improved Technical capacity for NFRs management: Technical staff in the NFRs have the skills to identify, develop and integrate climate change and nature-based livelihoods in the FMPs - NFRs teams have knowledge on how to identify and integrate CC into the NFR s Management Plans - Tanzania Forest Service (TFS) Agency is able to implement its mandate with respect to the establishment and management of NFRs and provides technical facilitation for the GMPs development through the four Zonal offices in the 9 NFRs.

Enhanced Climate change awareness: The NFR teams and implementing partners understand climate change drivers and impacts to ecosystems and livelihoods, and can plan and implement adaptation and mitigation actions.

Improved Implementing Partners’ Capacity: LGAs, implementing partners, community institutions and beneficiary communities understand the project, issues being addressed and the different stakeholders are effectively playing respective roles and responsibilities to realize project results.

Improved participation and collaboration: Stakeholders including private sector with respective NFRs and adjacent villages are effectively engaged in conservation and livelihood activities facilitated through the project and the NFRs.

Realistic and feasible NbS implemented: LGAs and communities are identifying, designing and are effectively implementing nature-based solutions.

3.3 Training Topics and Purposes

3.3.1 Component 1: Manage climate-induced threats to forest biodiversity

Under Component 1, two training themes/topics will be implemented focusing on improving planning and operational management capacity in NFRs with more proactive response to climate-induced threats to forest biodiversity; and enhancing Management practice for Nature Forest Reserves.

Theme/Training Area 1: Tackling climate change and building climate resilience in NFRs

Theme objective: To create an understanding of basic concepts on Climate change and strengthen individuals, communities and institutions' capacity to plan climate change adaptation and resilience interventions in NFRs and the adjacent villages.

Theme contents: Climate change is an integral component in the “*Building the Resilience of Forest Biodiversity to the Threats of Climate change in Tanzania’s Nature Forest Reserves*” project. Integrating Climate change in the NFRs’ Forest Management Plans (FMPs) is embedded in Component 1: *Manage climate-induced threats to forest biodiversity*.



The training content:

Climate change awareness and education

- Understanding of climate change concepts, causes and impacts with respect to the NFRs management, the adjacent villages and LGAs
- Institutional, policy, strategies and plans related to climate change and national and global landscape

Climate vulnerability assessments and resource assessment to inform planning, management practices and emerging climate change opportunities and challenges

- Remote sensing, GIS technology and analysis to inform FMPs and modeling of conservation activities
- Climate adaptation and mitigation interventions identification, prioritization and implementation.

Theme training purpose:

- ✓ Participants (from the NFRs) are aware of and have the knowledge and practical skills to effectively integrate climate change adaptation into NFRs and adjacent communities' activities and practices,
- ✓ Participants are aware of and have the ability to assess, identify, design and integrate Climate change adaptation and mitigation activities in the FMPs,
- ✓ LGAs, CSOs, CBOs and communities are aware of and have the understanding on identification and implementation of conservation and livelihoods climate resilience activities,

- ✓ TFS, LGAs and other partners are aware of and can plan innovative funding business cases, i.e. carbon projects and ecotourism investments and relevant resources mobilization,
- ✓ Platforms are established for stakeholder involvement in the planning and implementation of climate adaptation interventions in and around the NFRs,
- ✓ Participants are aware of gender equity and equality, plan and implement gender-responsive initiatives,
- ✓ Model FMP (s) prepared that integrate climate change adaptation and mitigation priorities.

Theme/Training Area 2: Management practice for Nature Forest Reserves

The “*Building the Resilience of Forest Biodiversity to the Threats of Climate change in Tanzania’s Nature Forest Reserves*” project involves implementation of innovation and catalytic interventions that embrace novel planning, management and with measures that integrate climate change responses in protected area management. The project also supports pioneering of alternative revenue-generating activities in and around the NFRs. Such approaches are new to most NFRs teams and for the adjacent communities. Some NFRs share contiguous land uses that offer complementary conservation and community development interventions. These include National Parks (NP), Village Forest Reserves, Conservation Area (CA), Game Controlled Areas (GCA), and Wildlife Management Areas (WMA). The trainings will support development of the required skills in landscape level planning and coordination.



Theme Contents: The trainings under this theme will focus on building skills for staff in the respective the NFR including planning and implementation of innovative and routine conservation and economic activities. The training content will include:

Nature Forest Planning and Management

- Forest conservation and restoration of natural ecosystems within and in the adjacent villages
- Economic activities and services in the NFRs - identification, development and management
- Forest governance (co-management agreements and benefits sharing)
- Integrated fire management
- Invasive plants management
- GIS and remote sensing technology

Theme training purpose:

- ✓ Participants have the ability to plan and implement the NFRs management plans.

3.3.2 Component 2: Develop income-generating opportunities to finance threat-reduction measures

Unveiling Nature-based Solutions

Under Component 2, trainings will target building capacity to achieve the two outcomes: i.e. outcome 2.1: on putting in place enabling conditions for implementing income-generating activities in NFRs; and outcome 2.2: on selecting, evaluation and implementation of cost-effective, alternative income-generating mechanisms in NFRs. A related theme under this component is on strengthening governance and institutional capacity.

Theme/Training Area 3: Implementation of community nature-based livelihood activities

The theme on implementation of conservation and community nature-based livelihood activities contributes directly to Outcome 2.2: *Alternative income-generating mechanisms in selected NFRs implemented, and their cost-effectiveness evaluated.* The project



Figure 1: Ecotourism facility

implementation approach and strategies include facilitating nature-based livelihood and economic interventions. Development of viable nature-based solutions including carbon projects, is relatively new in most NFRs and communities thus calls for targeted capacity building to enhance sustainability of supported activities.

Theme contents: The trainings under this theme will involve creating awareness for communities on viable livelihood activities in the NFRs buffer zones and the participatory identification and implementation of sustainable nature-based economic solutions and business models within and adjacent to the NFRs. The training content will include:

Planning and Design of innovative conservation opportunities

- Revenue generating activities to increase the financial resources for the management of NFRs
- Tourism product and services development, concessions management, and carbon projects development for selected TFS and NFR staff
- Carbon projects development and monitoring - forest carbon credit markets (identification, benefit-sharing arrangements and social and biodiversity parameters)
- Private sector, local communities and NGOs engagement
- Incentives for private sector investment and operations (tourism services, carbon projects) in the NFRs and the adjacent villages

Nature-based solutions

- Identification and development of NbS and Business models in the NFRs, VFLRs and in the buffer zones targeting youth, women and resource user groups – farmers, livestock keepers, and ecotourism service providers
- Community based conservation and economic/ livelihood activities
- Ecotourism products and services development, packaging and marketing

Theme training purpose:

- ✓ Participants are aware of and have the ability to identify and design viable community nature-based livelihood activities.
- ✓ TFS, LGAs and communities are able to implement practical business cases, i.e. carbon projects and ecotourism investments.

Theme/Training Area 4: Strengthening governance and institutional capacity

The “Building the Resilience of Forest Biodiversity to the Threats of Climate change in Tanzania’s Nature Forest Reserves” project implementation approach embraces participatory approaches across all project components and outputs as summarized in Table 3. This builds on the Stakeholders Engagement Plan that promotes stakeholders’ involvement across the three components. The NFRs management as well centers on co-management principles that involve communities and partners in adjacent villages. Informed participation is important in building broader stakeholder engagement through inclusive processes. Delivery of the theme will involve village governments and resource user groups targeting planning and management of conservation and NbS under respective outputs. Delivery approaches may involve village assembly meetings, public meeting, community forums, information sharing sessions, project training sessions, and site/field engagements. The trainings may also be embedded in the technical training sessions under themes 1, 2 and 3.



Figure 2: Good Governance Model

Theme contents: Trainings under this theme will focus on creating knowledge and skills for informed participation targeting village governments, resource user groups and community-based institutions; and NFRs implementing partners at landscape level. The contents will include:

Participatory Planning and decision making

- Participatory institutions and frameworks i.e. FMPs, Bylaws for Village Land Use Plans (VLUP) and VLFR, MoUs and Agreements for Joint Forest Management and Concessions etc.

Partnership development and management

- Roles and responsibilities of various actors including government agencies, conservation organizations working within and around the reserve, LGAs and local communities
- Decision making structures and forums

Theme training purpose:

- ✓ Participants have the capacity for participatory planning and implementation of the NFRs management plans.

3.3.3 Component 3: Knowledge management, monitoring and evaluation and gender mainstreaming

Under Component 3, two training themes/topic are planned namely i) enhancing knowledge management and ii) Gender mainstreaming and equality.

Theme/Training Area 5: Enhancing knowledge management

The “Building the Resilience of Forest Biodiversity to the Threats of Climate change in Tanzania’s Nature Forest Reserves” project involves an outcome on improving knowledge with respect to management of forest biodiversity climate-induced threats. The knowledge management is also expected to guide future climate-proofing of the NFRs network and informing practical climate adaptation nature-based solutions. Focus is on developing climate knowledge required to guide decisions and actions that enhance the climate-resilience of the network of NFRs and scaling up best practices to the wider NFRs network for TFS and VPO staff.



Theme content will focus on skills on knowledge development on forest carbon credit market and climate proofing in NFRs planning and management. Specific contents will focus on:

REDD+ Readiness and Forest carbon markets

- Measuring, verifying and reporting on carbon emissions from forests
- Documentation, dissemination and climate knowledge management
- Forest carbon projects development

Climate Risks and Vulnerability Assessments

- Remote sensing and GIS skills and modelling for current and future climate scenarios and impacts in the NFRs
- Climate risks, vulnerabilities and resilience building options
- Assessment of climate change impact on biodiversity and ecosystems in NFRs
- Carbon stocks assessment in natural forests - data collection, analysis and monitoring

Theme/Training Area 6: Accelerating gender mainstreaming and equality

The “Building the Resilience of Forest Biodiversity to the Threats of Climate change in Tanzania’s Nature Forest Reserves” project observes gender equality and women’s empowerment based on the Gender Analysis and Action Plan that identified specific actions on gender mainstreaming across the three project Components.

Theme Content: the gender mainstreaming and equity training establishes its basis from the project components and the TFS and NFRs implementation mandates based on the Forest Management Plans,

Gender responsive planning

- Gender mainstreaming concepts
- Planning of gender responsive activities in and around NFRs
- Gender empowerment (gender equality, equity and informed participation)

Equitable and informed participation of reserve-adjacent institutions i.e. village governments and VNRC

- Social relationship, economic income opportunities, legal and decision making rights

Conservation Investment Plans and Investment Prospectus. Specific contents will include:

Theme training purpose:

- ✓ Participants have the ability to plan and implement the NFRs management plans.

3.4 Training Audience and Approach

A variety of facilitation techniques will be employed throughout based on the target audience to enhance participant engagement and promote effective learning. These will include Lectures mainly in delivering the technical concepts, Brainstorming, Questions and Answers, Buzz Groups Discussions, Group work, Exercises, Case Studies and Demonstrations, and Role playing.

Audience/beneficiaries

The training serves the capacity-building for technical staff to build expertise and knowledge in identification, planning and implementation of climate change adaptation and mitigation measures within NFRs and adjacent landscapes. The targeted audience will be mostly the professionals and operational staff to ensure that the FMPs incorporate relevant climate resilience actions. Participants will include TFS - Zonal and NFRs Teams, District Forest Managers, LGAs and implementing partners. For TFS, the target will be the Natural Forest Unit (NFU) in the Directorate of Resource Management (DRM) and Directorate of Tree Seed Production (DTSP). Communities, village governments and resource user groups (farmers, livestock keepers) will receive the knowledge through awareness packages mainly for the nature-based solutions that will be implemented in adjacent villages. Complementary training will be delivered for community forest guards in the reserve-adjacent buffer areas, forest rangers and committees for VFLRs in the NFRs buffer zones

Facilitation techniques

The training methods will embrace hands-on technical sessions for TFS - Zonal and NFRs Teams, District Forest Managers and NFRs staff. Awareness session for village governments and community institutions will include public meetings and events and media materials. Sessions delivery techniques will include:

- **Presentations:** Presentations and technical lectures blended with participant brainstorming to consolidate understanding. These will be interactive instructor-led sessions.



- **Question and answers** sessions will serve as exercises for hands-on practice and experience to reinforce understanding of technical skills and may also include participants grouped by role and institutions for knowledge sharing.
- **Group discussions:** Interactive group discussions sessions will deepen understanding of technical content both through group brainstorming and plenary reflections.
- **Demonstration and role-playing** will simulate real-life scenarios, fostering understanding and learning. The role-playing will allow trainees to practice handling real-world situations such as identification of climate risks and vulnerabilities, and design of relevant climate change adaptation and mitigation priorities including nature-based alternative livelihoods. Case studies from best practices will offer trainees scenarios to work through a real life case from examples for interactive sessions such as analyzing real governance cases i.e. accountability – responsibilities, transparency, responsiveness, inclusiveness-participation, and the rule of law.
- **Short video clips** will may also be used to conceptualize practical interventions, enhance understanding and will also serve to catalyze interest. These may include case studies through a real or imagined case for interactive sessions and problem-solving skills.
- **Field visits** where practical may be used to expose trainees, observe and learn from real-life interventions and experiences and NFR management related governance aspects such as participation of communities in co-management meetings.



Training Resources and Materials

To successfully deliver the trainings, various basic resources will be used including Handbooks and technical Handouts for specific case studies and activities; Facilitator's guide presentation slides, video clips; Projector and screen; Laptops for specific technical exercises; Flip charts, stands, marker pens; and Stationery (Notebooks, pens)

3.5 Training Roll Out Plan

Climate change knowledge and development of viable nature-based solutions is new to most NFRs teams and communities and technical skills will require further knowledge development to be implemented through the following methods The training sessions will require subsequent technical capacity building trainings to be implemented through the following methods:

- (a) **Awareness activities:** These will be part of the annual awareness raising events including targeted project implementation meetings and forums, awareness- raising and education sessions. The awareness will also include promoting NFRs prospective products, services and feasible community nature-based livelihood activities and income generation alternatives. These will entail organizing and facilitating regular meetings and awareness events with the LGAs, community institutions and local government leaders surrounding the nature forest reserves and may adopt the awareness raising materials, targeted meetings and forums, and tailored trainings sessions.
- (b) **Technical workshops:** Technical workshops will be practical for participants to acquire knowledge required in assessing, planning and integrating Climate change conservation and resilience activities in the NFRs management plans and implementation of NFRs revenue options. These will be essential to bring

onboard incoming NFRs staff to acquire knowledge and practices required in planning and management of conservation and community livelihoods activities in abutting villages.

(c) **Learning events:** These will include visits conducted to places with relevant Climate change related conservation activities, adaptation/mitigation best practices and places with evident conservation and community nature-based livelihood activities. This will be in the form of study tours, field excursion or outreach events to fortify the concept of “seeing is believing.”

(d) **Short-term training programmes:** These training programmes maybe organized to broaden specific competencies for staff to enable effective planning and implementation of climate change interventions and conservation and community nature-based livelihood activities. Trainees for these targeted short courses will aim at filling the capacity gaps to facilitate implementation of conservation and community nature-based livelihood activities. Staff selection for such programmes will target those assigned with regular responsibilities in the NFRs and LGAs. The duration may range from a few days to several weeks and may be organized in-house or through courses offered by relevant institutions.

(e) **Peer learning and mentoring** that will involve NFR staff to share skills, knowledge and experience. The learning will also involve relevant MDAs, TFS teams, LGAs or CSOs teams to share skills and knowledge. The approach may include attachment to a workplace and exchange programmes for on-the-job training where mentorship will fill in knowledge and skills to improve work performance. Knowledge and experience-sharing platforms may also be used including online and virtual spaces learning groups and networks for practitioners to share experiences, and engage in dialogue. The peer learning may also embed field orientations and exchange programmes for practical learning.

(f) **Long-term training:** as appropriate, selected NFRs staff maybe enrolled in respective courses to upgrade academic qualifications and skills to enhance individual and institutional technical skills. This will target the TFS and NFR staff or LGA focal points and other partner institutions.

3.6 Training schedule

The training plan will roll out for the entire project period (2023-2028). Training activities will tie to the project Workplan, Budget and Results Framework as included under each Component, Output and respective activities as summarized in Table 12.

Table 12: Training schedule

Training Module	Target Audience	Training method	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Component 1: Manage climate-induced threats to forest biodiversity								
Climate change awareness and education Climate vulnerability assessments and resource assessment to inform planning, management practices and emerging climate change opportunities and challenges - Understanding climate change concepts, causes and impacts with respect to the NFRs management, the adjacent villages and LGAs - Institutional, policy, strategies and plans related to climate change - national and global landscape - Remote sensing, GIS technology and analysis to inform FMPs and modeling of conservation activities - Climate adaptation and mitigation interventions, prioritization and implementation	TFS - Zonal and NFRs Teams, District Forest Managers, LGAs and Implementing partners. Village governments and Communities	Awareness seminars with TFS staff, LGAs, Implementing partners						
	TFS - Zonal Offices, NFRs Teams, District Forest Managers and LGAs technical officers	Short-term trainings						
	TFS - Zonal Offices, NFRs Teams, District Forest Managers and LGAs technical officers	Short-term trainings						
		Awareness meetings with Village council, VNRCs						
		Targeted awareness raising events						
Nature Forest Planning and Management - Forest conservation and restoration of natural ecosystems within NFRs and in the adjacent villages - Economic activities and services in the NFRs - identification, development and management - Forest governance (co-management agreements and benefits sharing) - Integrated fire management - Invasive plants management	NFRs Teams, District Forest Managers and LGAs, Village Council, Forest Guards	Short-term trainings						
	NFRs Teams, District Forest Managers and LGAs, Village Council, Forest Guards in 3 NFRs	Short-term trainings						
Component 2: Develop income-generating opportunities to finance threat-reduction measures								
Planning and Design of innovative conservation opportunities	NFRs Teams, District Forest Managers, LGAs and Implementing Partners	Technical Workshops for NFR staff						

Training Module	Target Audience	Training method	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
- Revenue generating activities to increase the financial resources for the management of NFRs - Tourism product and services development, concessions management, and carbon projects development for selected TFS and NFR staff - Carbon projects development and monitoring - forest carbon credit markets (identification, benefit-sharing arrangements and social and biodiversity parameters) - Private sector, local communities and NGOs engagement - Incentives for private sector investment and operations (tourism services, carbon projects) in the NFRs and the adjacent villages	Communities in buffer zones - resource user groups (farmers, livestock keepers, beekeeper, ecotourism service providers)	Technical Workshops for NFRs Teams, District Forest Managers, LGAs and Implementing Partners Awareness meetings and group trainings for Village Council, VNRCs, and resource user groups						
Nature-based solutions - Identification and development of NbS and Business models in the NFRs, VFLRs and in the buffer zones targeting youth, women and resource user groups – farmers, livestock keepers, and ecotourism service providers - Community based conservation and economic/ livelihood activities - Ecotourism products and services development, packaging and marketing	TFS - Zonal Offices, NFRs Teams, District Forest Managers and LGAs technical officers	Short-term trainings						
	TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners, Village council, Tourism service providers, and Committees	Short-term trainings						
		Meetings with LGAs and resource user groups Group trainings for resource user groups						
Participatory Planning and decision making Participatory institutions and frameworks i.e. FMPs, Bylaws for Village Land Use Plans (VLUP) and VLFR, MoUs and Agreements for Joint Forest Management and Concessions etc.	NFRs Teams, District Forest Managers and implementing partners; Forest guards, Forest Rangers, VNRC	Workshops for NFR staff, District Forest Managers and implementing partners						
		Technical meeting for Forest guards, Forest Rangers, VNRC						
	NFRs Teams, District Forest Managers and implementing partners; Forest guards, Forest Rangers, VNRC	Workshops for NFRs Teams, District Forest Managers, LGAs and implementing partners						
		Meetings with Village council, VNRC						

Training Module	Target Audience	Training method	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Partnership development and management - Roles and responsibilities of various actors including government agencies, conservation organizations working within and around the reserve, LGAs and local communities - Decision making structures and forums	TFS Zonal Offices, NFRs Teams, District Forest Managers and implementing partners; Forest guards, Forest Rangers, VNRC	Workshops for TFS Zonal Offices, NFRs Teams, District Forest Managers, Agencies in the landscape, LGAs and implementing partners						
		Meetings with Village governments and Communities						
	Teams, District Forest Managers, LGAs and Implementing Partners, Communities	Workshops for NFRs Teams, District Forest Managers, LGAs and Implementing Partners						
		Awareness meetings with Village councils and Communities						
		Planning meetings with villages, communities						
		Planning meetings with resource user groups						
Component 3: Knowledge management, monitoring and evaluation and gender mainstreaming								
REDD+ Readiness and Forest carbon markets - Measuring, verifying and reporting on carbon emissions from forests - Documentation, dissemination and climate knowledge management - Forest carbon projects development	TFS - HQ, Zonal Offices, NFRs Teams, VPO	Short-term trainings						
	TFS - HQ, Zonal Offices, NFRs Teams	Short-term trainings						
	TFS - HQ, Zonal Offices, NFRs Teams	Short-term trainings						
Climate Risks and Vulnerability Assessments - Remote sensing and GIS skills and modelling for current and future climate scenarios and impacts in the NFRs - Climate risks, vulnerabilities and resilience building options - Assessment of climate change impact on biodiversity and ecosystems in NFRs - Carbon stocks assessment in natural forests - data collection, analysis and monitoring	TFS - HQ, Zonal Offices, NFRs Teams	Short-term trainings						
	TFS - HQ, Zonal Offices, NFRs Teams	Short-term trainings						
	TFS - HQ, Zonal Offices, NFRs Teams	Short-term trainings						
	TFS - HQ, Zonal Offices, NFRs Teams							

Training Module	Target Audience	Training method	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Gender responsive planning - Gender mainstreaming concepts - Planning of gender responsive activities in and around NFRs - Gender empowerment (gender equality, equity and informed participation)	TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners, Communities, Village council and Committees	Workshops with TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners						
		Awareness meetings with Village governments and communities						
	TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners, Communities, Village council and Committees	Workshops with TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners						
		Awareness meetings with communities and Village council						
	TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners, Communities, Village council and Committees	Meetings with TFS - Zonal Offices, NFRs Teams, District Forest Managers, LGAs and Implementing Partners						
		Awareness meetings with communities and Village council						
	NFRs Teams, District Forest Managers, LGAs and Implementing Partners, Communities	Workshops for NFRs Teams, District Forest Managers, LGAs and Implementing Partners						
Equitable and informed participation of reserve-adjacent institutions (Village governments and VNRC etc.) Social relationship, economic income opportunities, legal and decision making rights		Awareness meetings with communities and Village council						

3.7 Training Resource requirements (human, materials and financial)

The training budget is included under the Project Budget and Work Plan in each Component and Output, and respective activities. The training estimates indicated under the components are indicative and will be reviewed based on actual costs on the training period.

Component 1: Manage climate-induced threats to forest biodiversity

Resources for Component 1 are associated with:



- (a) Costs of the Training service providers to deliver a training and mentoring program for TFS forest ranger and technical staff, and village-based forest guards, deployed in nine NFRs (Output 1.1.2).

Training type	Technical staff	Forest Rangers & Assistants	Village Forest Guards
Number	27	37	162
Unit Cost (TZS)	900,000	675,000	425,000
Estimated budget (TZS)	24,300,000	24,975,000	22,950,000
Total			72,225,000
Trainer Costs			4,362,500
Grand Total			76,587,500

- (b) Costs of training service providers to deliver integrated fire management training to TFS staff and community-based forest guards in 3 NFRs (Output 1.1.3).

Description	Technical staff	Village Forest Guards
Number	21	18
Unit Cost – TZS	900,000	425,000
Estimated budget	18,900,000	7,650,000
Total		26,550,000
Trainer Costs		4,362,500
Grand Total		30,912,500

- (c) Costs of training service providers to deliver invasive plant control training to selected TFS forest ranger and technical staff, and village- based forest guards, in three NFRs (Output 1.1.3).

Training type	Technical staff	Forest Rangers & Assistants	Village Forest Guards
Number	21	9	18
Unit Cost – TZS	900,000	675,000	425,000
Estimated budget- TZS	18,900,000	6,075,000	7,650,000
Total			32,625,000
Trainer Costs			4,362,500
Grand Total			36,987,500

- (a) Running costs (venue, materials, travel costs, logistics, catering) associated with awareness-raising, information sharing and community engagement associated with the development and implementation of JMAs between village government and the nine NFRs (Output 1.2.1).

TZS		
Costs for Village Government - Meal allowance (54 Village)	180,000	9,720,000
Trainer Costs - Travel		10,800,000
Trainer Costs - DSA		11,880,000
Total		32,400,000

- (b) Cost of Good Agriculture Practices and Climate Smart Agriculture training courses and agricultural extension field services (transport, accommodation, meals) to NFR adjacent households (Output 1.2.1).

TZS	
Transport to NFR adjacent households	5,400,000
Accommodation	8,100,000
Meals	32,400,000
Total	45,900,000

Component 2: Develop income-generating opportunities to finance threat-reduction measures

Resources for Component 2 are linked

with:

- (a) Costs of community stakeholder consultations in the design, development and operationalization of a carbon project in one NFR and a tourism concession in one NFR (Output 2.2.1).

TZS		
Costs for Village Government - Meal allowance (12 Villages)	180,000	2,160,000
Experts Costs - Travel		12,000,000
Experts Costs - DSA		13,200,000
Total		27,360,000

- (b) Costs of stakeholder consultations (venue, travel, catering, translations, facilitation) with prospective private sector partners in the development and operationalization of a carbon project in and around one NFR and a TFS-private tour operator partnership in one NFR.

TZS	
Transport to NFR	2,000,000
Accommodation	8,800,000
Meals	1,000,000
Facilitation	2,450,000
Venue	300,000
Total	11,800,000

- (c) Costs of training service providers to deliver targeted training courses in tourism planning, tourism management, tourism concessions, tourism services and product development and carbon project development to selected TFS and NFR staff (Output 2.2.1).

	TZS
Number = 14 and Unit Cost	850,000
DSA	11,900,000
Transport to NFR	2,000,000
Accommodation	5,000,000
Meals	2,500,000
Facilitation	4,362,500
Venue	1,500,000
Grand Total	27,262,514

- (d) Costs of training service providers to deliver targeted training courses in tourism planning, tourism management, tourism concessions, tourism services and product development and carbon project development to selected community members and entrepreneurs (Output 2.2.1).

Number of Community members	240
Unit Cost – TZS	900,000
Estimated budget	216,000,000
Total	216,000,000
Trainer Costs	4,362,500
Grand Total	220,362,500

Component 3: Knowledge management, monitoring and evaluation and gender mainstreaming

Resources for Component 3 are associated with:

- (a) Costs of training service providers to deliver targeted training courses to TFS and VPO staff on REDD+ readiness and forest carbon markets (Output 3.1.1)

Training type	TZS
Number (20) Unit Cost	850,000
DSA	17,000,000
Transport to NFR	2,000,000
Accommodation	5,000,000
Meals	2,500,000
Facilitation	4,362,500
Venue	1,500,000
Grand Total	32,362,500

- (b) Costs of a structured program of international exchange, mentoring and field visits for selected VPO and TFS staff participating in climate adaptation for NFRs and the development of forest carbon markets (Output 3.1.1)

Number of Community members - 20	TZS
Unit Cost – TZS “000”	8,575,000
Estimated budget	171,500,000
Total	171,500,000

- (c) Costs of gender strategy and planning and gender training for key project stakeholders (Output 3.1.2) and also the respective outputs in Components 1 and 2 with respect to gender (Output 1.1.1), (Output 1.1.2), (Outputs 1.1.3), (Output 1.2.1), (Output 2.1.1), (Output 2.1.2, and 2.2.1).

Number - 30	TZS
DSA	25,500,000
Transport to NFR	3,000,000
Accommodation	7,500,000
Meals	3,750,000
Facilitation	4,362,500
Venue	1,500,000
Grand Total	45,612,500

3.8 Monitoring and evaluation

Monitoring

The training plan will be monitored and reported based on the project workplan and reporting plan. The performance reporting will through the routine progress assessment against plan and will be reported quarterly and in the annual reporting.

Midterm review

The training plan will as well be reviewed midway as part of the project and organization midterm review to inform progress against targets and used to update the subsequent trainings and further project implementation capacity needs. The metrics/indicators for review will link to the indicators included in the respective outputs and activities in the Project Result Framework and will include quantity and quality in delivery of training targets, timeframe, cost and effectiveness. Monitoring of the Training Plan results and effectiveness and will facilitate identifying areas for improvement. This will include assessing the training method, whether the training outcomes realized, what worked best and how the trainings have contributed to improving project and NFRs management. The review approach will involve stakeholder interviews, focus groups, baseline and endline surveys.

Evaluation

The training plan evaluation will be undertaken at the end of the project as part of the project terminal evaluation. The evaluation will assess the training outcomes and impact on project results delivery as well as the NFR and partners' capacity to plan and implement NbS. The evaluation results and lessons will inform subsequent design and implementation of capacity building activities.

PART FOUR

POTENTIAL TRAINING INSTITUTIONS AND OPTIONS

The training plan constitutes mostly of tailor made training courses. These include technical sessions for the NFRs staff, government agencies supporting some project components and the LGAs technical staff as well as the implementing partners on the ground includes. The Training institutes: The training institutions will contribute to the project through the delivery of ongoing training and capacity building programmes for NFR-adjacent communities and NFR staff.



The “*Building the Resilience of Forest Biodiversity to the Threats of Climate change in Tanzania’s Nature Forest Reserves*” project identifies some of the existing



institutions with capacity to facilitate the identified trainings. These include the University of Dar es Salaam; College of African Wildlife Management (CAWM) – Mweka; Olmotonyi Forestry Training Institute (FTI); and College of Forestry, Wildlife and Tourism under the Sokoine University of Agriculture (SUA). The Sokoine University of Agriculture also hosts the National Carbon Monitoring Centre (NCCM) with competences on Carbon projects development and administration. The Tanzania National College of Tourism (NCT) offers hospitality and tourism training including the emerging ecotourism market.

These trainings are targeted to relevant TFS Zonal Offices, District Forest Offices and the NFR Conservators. They do also aim practical field-based TFS-appointed forest rangers, community-based forest guards deployed in the NFRs and village governments/Natural Resources Committees. These institutions have experience in organizing and conducting gender related capacity building for the NFRs staff and communities.