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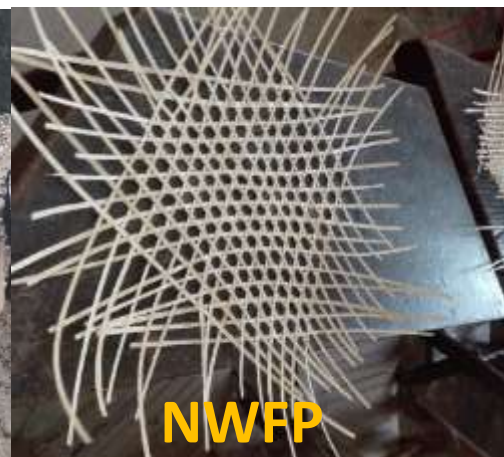
FORVAC

Training Needs Assessment

&

Action Plan

FINAL REPORT



Preface

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23rd June 2019,

FORVAC Training Needs Assessment Team

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List of abbreviations and acronyms

ALAT	Association of Local Authorities of Tanzania
CBFM	Community-Based Forest Management
CC	Cluster Coordinator
CBO	Community-Based Organization
CDA	Cluster Development Approach
CTA	Chief Technical Adviser
CD	Capacity Development Plan
CDP	Capacity Development Plan
CNA	Capacity Needs Assessment
DED	District Executive Director
FBD	Forests and Beekeeping Division
FCG	Finnish Consulting Group
FGD	Focal Group Discussions
FHP	Forest Harvesting Plan
FITI	Forest Industries Training Institute
FTI	Forestry Training Institute
FLEGT	Forest Law Enforcement, Governance and Trade
FMP	Forest Management Plan
FORVAC	Forestry and Value Chain Development Programme
FSC	Forest Stewardship Council
GDP	Gross Domestic Product
GoF	Government of Finland
GoT	Government of Tanzania
HRBA	Human Rights Based Approach
JFM	Joint Forest Management
KVTC	Kilombero Valley Teak Company
LAMP	Land Administration and Management Programme
LGA	Local Government Authority
LIMAS	Lindi and Mtwara Agribusiness Support
LUP	Land Use Plan
MCDI	Mpingo Conservation Development Initiative
MFA	Ministry for Foreign Affairs, Finland
MJUMITA	<i>Mtandao wa Jamii wa Usimamizi wa Mimitu Tanzania</i> (Network of Community Forest Management in Tanzania)
MKUKUTA II	<i>Mkakati wa Kukuza Uchumi na Kuondoa Umasikini Tanzania Awamu ya Pili</i> (Second National Strategy for Growth and Reduction of Poverty – NSGRP II)
MNRT	Ministry of Natural Resources and Tourism
MSA	Market System Analysis report, 2018
LoA	Letter of Agreement
NAFOPEDA	National Forestry and Beekeeping Database
NAFORMA	National Forest Resources Monitoring and Assessment
NFBKP II	National Forestry and Beekeeping Programme Phase II
NFP	National Forest Programme
NPC	National Programme Coordinator
NGO	Non-Governmental Organization
NPC	National Programme Coordinator

NTFP	Non-timber Forest Product
NWFP	Non-Wood Forest Product
PAF	Performance Agreement Framework
PD	Programme Document
PPF	Private Forestry Programme – <i>Panda Miti Kibiashara</i>
PIM	Programme Implementation Manual
PLUM	Planning and Land Use Management Team
PO-RALG	President's Office Regional Administration and Local Government
PMT	Programme Management Team
PPP	Public Private Partnership
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SB	Supervisory Board
SC	Steering Committee
SFM	Sustainable Forest Management
SHIVIMITA	<i>Shirikisho la Viwanda vya Misitu Tanzania</i> (Tanzania Forest Industries Federation)
SIDO	Small Industries Development Agency
SMEs	Small and Medium Enterprises
SUA	Sokoine University of Agriculture
SULEDO	<i>Sunya, Lengatei and Dongo</i> - LAMP Initiatives-project, Kiteto
TBTI	Tabora Beekeeping Training Institute
TEITI	Tanzania Extractive Industries Transparency Initiative
TFA	Tanzania Forest Authority
TFCG	Tanzania Forest Conservation Group
TFS	Tanzania Forest Services Agency
TLAS	Timber Legality Assurance System
TNA	Training Needs Assessment
ToR	Terms of Reference
TZS	Tanzanian shilling
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
VC	Village Council
VETA	Vocational Education Training Authority
VFMA	Village Forest Management Area
VICOBA	Village Community Bank
VLFR	Village Land Forest Reserve
VLUP	Village Land Use Plan
VNRC	Village Natural Resource Committee
WWF	World Wildlife Fund for Nature

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Executive summary

Background and scope

The Forestry and Value Chains Development Programme (FORVAC) aims to contribute to increasing economic, social and environmental benefits from forests and woodlands while reducing deforestation. The expected outcome of FORVAC is: *improved forest-based income, livelihoods and environmental benefits*.

FORVAC is executed by the Forest and Beekeeping Division (FBD) of the Ministry for Natural Resources and Tourism (MNRT), in close cooperation with Tanzania Forest Service (TFS) Agency and the President's Office - Regional Administration and Local Government (PO-RALG). FORVAC is funded by the Ministry of Foreign Affairs (MFA) Finland. FORVAC became active on 23rd July 2018 and has a duration of 4 years with a total budget of approximately 10 million Euros.

Essentially FORVAC is a capacity building programme whose outcome will be achieved through the following outputs:

1. Improved Value Chains (VCs) and increased Private Sector Involvement in the forest sector.
2. Stakeholder capacity to implement and promote forestry VC development enhanced.
3. Functional extension, communication, monitoring systems; and Management Information System (MIS) in place.
4. Supportive legal and policy frameworks to forestry VCs and sustainable forest management developed.

The outputs are achieved through a total of 9 key interventions and 70+ activities as provided for in the Programme Document (PD).

The Programme will support commercialization and added value from forests under PFM regime in 3 geographical clusters with private sector actors playing a key role in the implementation. The clusters are:

1. Tanga cluster (Handeni, Kilindi and Mpwapa Districts),
2. Lindi cluster (Liwale, Ruangwa and Nachingwea Districts),
3. Ruvuma cluster (Namtumbo, Songea, Mbinga and Nyasa Districts).

FORVAC is therefore a complex programme that will function across a wide geographical range and whose implementation depends on successful collaboration between a multitude of stakeholders, institutions, service providers etc. To help guide the capacity building efforts, a comprehensive Training Needs Assessment (TNA) and the associated action plan are an integral part of the year one activities of the Programme according to the work plan of the PD.

The TNA was conducted by a 2-person team during a 32 working day period in April - May 2019, and involved national level stakeholder consultations in Dar es Salaam, Morogoro and Dodoma as well as consultations at District and Village level in the 3 FORVAC Clusters.

The current TNA report has been subject to iterative review and commenting by the FORVAC partners from FBD, TFS, PO-RALG and FCG during late May / early June 2019. The proposed capacity development activities of the TNA should be seen as a list for prioritization by the Project Management and a support to informed decision making on which interventions to prioritize within the existing budget and capacity of the Programme.

Findings and recommendations

Overarching findings: In addition to the technical training needs, the TNA identified some overarching issues where there is a need for the main stakeholders of FORVAC at an early stage to develop a common understanding and consensus on the road ahead for the Programme.

The identified overarching issues are:

1. Fundamental differences in the understanding of the legal framework (policies, laws and regulations, bylaws) related to forests and land use and thereby the duties of higher-level government institutions *vis a vis* village (lower level) government institutions (VC & VNRCs).
2. New and undefined management arrangements in two FORVAC-Districts in Ruvuma Region.
3. Diverging understanding of the concept of SFM within the tenets of forestry VCs and a resulting low priority for developing VCs related to wood products from Natural Forests.
4. Perceived limited ownership of the programme from the side of TFS and PO-RALG
5. Limited capacity of the FORVAC programme team.

The overarching gaps should be addressed at first opportunity to ensure smooth implementation of FORVAC activities in accordance with the work plan of the PD. The TNA proposes a high-level retreat to reach consensus. Once the overarching divergences have been settled, the common understanding of the Programme, governance regimes and legal framework related to forestry need to be disseminated throughout the institutions that are involved with implementing FORVAC activities (PO-RALG, FBD, TFS).

Output specific findings: The TNA focused on institutional capacity assessment at national, district and village level to identify the existing capacities, capacity gaps and competencies needed and propose methods for overcoming the gaps primarily through training/capacity building. The structure of the TNA followed the structure of the work plan. The main findings and recommendations of the TNA are as follows:

- A comprehensive capacity development plan will need to address a wide range of issues related to knowledge, skills and attitudes and will need to impact all levels of the main VCs (timber, charcoal and Non-Wood Forest Products (NWFPs)).
- FORVAC will play an important role in supporting the participating villages in developing Village Land Use Plans (VLUPs) and boundary demarcation. The VLUP is required by law and also the first step that needs to be taken when villages set out to establish a Village Land Forest Reserve (VLFRs). The work related to VLUP should be guided by National Land Use Planning (NLUPC) and conducted in the Districts by Service Providers (SPs) approved by NLUPC.
- The work of developing capacity at village level for Community Based Forest Management (CBFM) and establishing VLFRs should be conducted by NGO partners with proven ability to deliver on similar tasks through SP contacts. 2 main types of NGO collaboration at local level are foreseen
 - Cluster specific NGOs for the technical support to implementation and capacity development of the local community for SFM, local value addition, microfinance etc.
 - Cross cutting NGO support to VLUM Team, Advocacy, translations, trainings on legislative matters, building capacity for enforcement of VLUP by laws, conflict resolution, development of CBFM Apex Body etc.
- FORVAC aims to support the VLFRs to the point where they have approved harvesting plans and have been gazetted.
- Initial studies should be conducted of the 3 main VCs at local level to quantify the sustainable annual harvestable quantities to allow for focusing the VC development efforts.

- The current level of value addition at village level is low - standing trees are often sold to harvesters. And there is a long chains of middlemen until products are sold at the final market. To improve livelihoods at village level FORVAC should build the capacity for local level value addition (including timber processing) by building skills of villagers, strengthening linkages between villagers and Small/Medium Scale Enterprises (SME) and Investors and by supporting the marketing of the products.
- At all levels (National, District and Village) there is a need for developing skills and attitudes related to *business development and planning and entrepreneurship*. FORVAC should build the capacity through trainings and mentoring and through awareness raising of the program and how it is aligned with the national development priorities.
- There is *limited tradition for Silvicultural practices* in natural forest management. FORVAC should build capacity for cost effective silvicultural practices in natural forests to increase the commercial value of future forests.
- Only a small number of tree species in Tanzania are graded in the upper commercial classes and the market demand for these is very high (through regular market forces and from public procurements). A number of lesser known species hold great potential but need more research, documentation and marketing. FORVAC should support the work on broadening spectrum of species used for high quality products.
- There is need for building the capacity of present day foresters. FORVAC should address this through in-service training sessions on a range of technical topics such as business development, standardized measurements, governance, conflict resolution skills, technical skills needed to develop high quality forest management plans and harvesting plans for VLFR.
- There is need for building the capacity of future foresters. FORVAC should address this through support to curricula upgrade and through training of the teaching staff of at Training Institutions.
- At National level a number of specialists (Forest Botany, Pathologists, Medicinal plants) have retired and a plan for securing the national specialists. The TNA recommends that FORVAC supports mapping the expected knowledge gaps and the development of proposals of how to deal with them in order to develop and secure the long-term capacity.
- The bureaucracy and control procedures associated with selling wood and charcoal makes it very challenging for legal traders to be competitive in markets which are dominated by illegal products of uncertain sources and which are not subject to the same time consuming procedures and payment of loyalties. The recommendation is that FORVAC should support measures that make it easier and more profitable to be a legal actor in Forestry VCs and at the same time support measures that make it more difficult and riskier to be an illegal actor. Specifically, the TNA recommends that FORVAC supports the 3rd phase of the development of a timber tracking system in partnership with TRAFFIC.
- Charcoal will for the foreseeable future play a significant role in the Tanzanian energy supply. It is recommended that FORVAC supports development of models for producing charcoal that are less damaging including from fast growing species and supports development of a more transparent market where traceability, standard packaging and weight-based pricing are key elements.
- Bamboo could hold potential as underutilized NWFP. Depending on the initial studies of the availability of the resources institutional collaboration with Sokoine University of Agriculture (SUA) and Small Industries Development Organization (SIDO) on promoting Bamboo Value Addition should be considered

- Synergies for supporting research programs and dissertations related to silviculture, lesser known species and other areas related to forestry VC development should be pursued with SUA and Tanzania Forest Research Institute (TAFORI).
- FORVAC is currently not very visible - a concerted effort is needed to create more awareness of the Programme.
 - An attractive informative website should be developed where results can be showcased and publications, regular newsletters, extension materials etc. are made available.
 - The FORVAC Communications Strategy needs to be used proactively across the programme
 - FORVAC should be present at trade fairs with MNRT partners and pursue opportunities with SME and business partners to develop show rooms
 - Opportunities for increased visible should be pursued e.g. with Districts to develop innovation centres and with academia and businesses to develop incubators as part of existing research programmes
- Extensive use of exposure trips is recommended to sensitize villagers, officials and business partners to the potential of Village based VC development (e.g. visits to good practices for mobile sawmilling, models for charcoal production, honey production).
- Throughout FORVAC the initiatives should build capacity for post programme sustainability.
- The TNA recommends broadening the scope of the FORVAC capacity building by:
 - Including a component of nursery establishment at village level to support tree planting across the landscape (including fast growing species, fruit trees, agroforestry species etc.)
 - Developing a standard Charcoal capacity building package to introduce improved/less destructive practices for charcoal production and improved kilns.

The Management Information System (MIS) to allow for monitoring of programme progress should be developed in a manner that is compliant with the overall Programme MIS of the FBD.

- FORVAC should pursue ways in which it can help build capacity of the national partners for data management in connection with FBDs ongoing work on establishing the National Forest and Beekeeping Information System and the associated market information system.
- FORVAC will support an update of the publication “CBFM facts and figures. In addition, it is recommended that FORVAC supports an analysis of recent forest cover changes in VLFRs and a survey of how benefits have been shared in CBFM villages. These would be very relevant for providing facts and transparency into the discussions of forest management and governance in Tanzania.
- Timing of several activities under outputs 3 and 4 depend on developments in the legal framework e.g. approval of the National Forest Programme and on the development of the national level databases by FBD. Initial meeting with FBD is needed to clarify timing and required support from FORVAC to national partners.

Conclusion:

The FORVAC Programme comes at an opportune time to establish synergies with a number of initiatives. The general impression is that there are numerous opportunities for win-win situations and that the inclusive value chains to be supported through FORVAC are well aligned with the national development priorities. The programme is however very ambitious and a large number of activities to implement at various levels during the remaining 3 years. In order to ensure smooth implementation of FORVAC activities the TNA recommends that the overarching gaps should be addressed at first opportunity.

1. Introduction

1.1 Background information

Participatory Forest Management (PFM) is part of the National Forest Programme (NFP) in Tanzania. It aims at transferring local forest tenure to communities through a Community-Based Forest Management (CBFM) model or at sharing the costs and benefits between the government and communities in state-owned forests through the Joint Forest Management (JFM) model of PFM arrangement. Through the CBFM model, PFM allows local communities to declare – and ultimately gazette – Village Land Forest Reserves (VLFRs), Group or Private Forest Reserves while through JFM the local communities sign joint forest management agreements with government and other forest owners. The Forestry and Value Chain Development Programme (FORVAC) works largely on the CBFM model in Tanga, Lindi and Ruvuma clusters.

CBFM and related value chains development in the context of FORVAC starts with the establishment and mobilization of VLFRs where they do not already exist. Records in the FORVAC Programme Document (PD) show that at the end of 2012, a total 1,233 villages were engaged in the process of establishing VLFRs. However, the current unconfirmed estimate suggests that the number of declared VLFRs is in the range 500 to 663. This likely because the legal process of establishing a VLFR is both labour and capital intensive and takes a considerable amount of time. Roughly, in average, it cost nearly seven million TZS (approximately 3,600 EUR) to establish a single VLFR in a period of not less than six months. It is against this background that FORVAC's specific interventions include but are not limited to the establishment and mobilization of VLFRs (1.1) and support to value chains development (1.2). Other activities are as detailed in the PD.

1.2 Rationale for the CNA/TNA Assignment

According to FORVAC PD the intended outcome of the Programme is: *“Improved forest sector value chains contributing to sustainable forestry and forest-based livelihoods”* which will have the following impact *“Increased economic, social and environmental benefits from forests and woodlands, and reduced deforestation”*.

However for the forestry sector to effectively play its role in socio-economic development agenda of the country, training is a critical and inevitable part of capacity development process cycle. According to the PD FORVAC seeks to build the technical and operational capacities of stakeholders at all levels by delivering training and providing technical and management support. This intention is based on one of the reasons for launching the FORVAC programme - **the limited capacities of stakeholder groups at all levels (nationally, regionally and locally, and for all the activities inside the different value chains - timber, charcoal and honey, etc.) to implement CBFM in the context of FORVAC, which focuses on sustainable utilization and forest value chains.** This requires capacity development and skills training in order to strengthen institutional frameworks and to create enabling environments for private sector stakeholders (including village level user groups) to manage and utilize natural forests sustainably.

At field level, training and skills development is needed from forests to markets and further processing, particularly for timber but also for charcoal and honey value chains. In case of timber, development of skills in forest management and silviculture, wood selling and pricing, measurements, forest harvesting, logistics, processing (sawmilling, carpentry), marketing and selling of products are required. To achieve the above, and to guide FORVAC's interventions to improve capacities to support and monitor CBFM/forestry and related value chains and incorporating HRBA aspects, calls for an initial **comprehensive Capacity and Training Needs Assessment (CNA/TNA) of all relevant stakeholders.**

1.3 Objective of the consultancy

1.3.1 Overall objective

The overall objective of this consultancy was to conduct a Training Needs Assessment (TNA) of relevant stakeholders engaged in the FORVAC programme to strengthen their understanding and capacities regarding the concept of the value chain and its implications for sustainable forest management (SFM), inclusive socio-economic and environmental aspects and how communities and other value chain actors can benefit in terms of income and employment.

1.3.2 Specific objectives

Specifically the assignment was focusing mainly on an institutional capacity assessment at central level to identify the existing capacities and the competencies needed. This is to ensure that the capacity development actions address the true needs and capacity gaps in a sustainable manner. In addition, the consultancy was aimed to provide guidance to TA staff, especially to the Cluster Coordinators (CCs) in the needs assessment at Cluster, District and Village levels respectively.

1.4 Scope of work

According to the given Terms of Reference (ToRs) (Appendix 1) the consultancy is expected to produce a Needs Assessment Report and feasible plan of actions within the technical and financial framework of FORVAC, considering the modalities and resources available. More specifically, the consultancy was/is expected to conduct the following activities:

1. Establish methodology and a clear delimitation of the priority stakeholders and areas including a detailed work plan and time schedule, for adequate resource allocation (Chapter 2).
2. Carry out the institutional needs assessment in close interaction and coordination with focal persons from relevant stakeholders and FORVAC team. Prepare tailored, inclusive training and capacity building plan, based on the assessment of the key stakeholders (Chapter 2 & 3).
3. Interact with FORVAC team, especially Cluster Coordinators, to support the training needs assessment of key local stakeholders (e.g. district staff, relevant local organisations/associations, service providers (including private sector), Village Councils/VNRC, and the development of a training strategy including examples of training and capacity development plans, in line with FORVAC's monitoring and evaluation needs (Chapter 2 & 3).
4. At both levels (institutional and local), establish adequate targets and indicators, considering but not limited to, individuals trained in relevant matters (e.g. forest management and value addition techniques), disaggregated for example by gender and category (village level, CBFM areas, VETA and other training levels) (Chapter 3).
5. Also considering both levels (institutional and local), support the FORVAC staff in assessing the need for service providers in training / capacity building and in the preparation of examples of ToR (one for institutional level and one for local level) for that type of services (Chapter 3 & 4).

1.5 Expected deliverables

The deliverables of the consultancy are:

1. An inception report presenting the methodology for the assignment, covering needs assessment and action plans (institutional and local level) – (Inception report was submitted on 5th May 2019).
2. A training needs assessment report (This Report) including relevant annexes, such as:
 - Characterization of stakeholders assessed (Appendix 2)
 - Capacity-strengthening plan for key institutions’ staff in the context of FORVAC (Appendix 3).
 - Inputs and support to FORVAC staff at Cluster level including, e.g.:
 - Assessment of the need for service providers in training / capacity building
 - Preparation of examples of ToR (one for institutional level and one for local level) for that type of services (Appendix 4).

1.6 Definitions of key terms and concepts

After a thorough review of the given ToRs and PD during home based assignment, the TNA/CNA team came up with the working definitions of key terms and concepts as presented in Table 1 below.

Table 1: Description of relevant terms and concepts

Term	Definition/description.
Training Needs Assessment (TNA)	Method of determining if a training need exists (gap) and if it does, what training is required to fill the gap. The gap between the present status and desired status may indicate problems that in turn can be translated into a training course. <ul style="list-style-type: none"> • TNA process helps the trainer (i.e. Service Provider) and the institution requesting training (i.e. FORVAC) to specify the training need or performance deficiency (gap) towards achieving its objectives.
Capacity Needs Assessment (CNA)	Process of evaluating actual existing gaps within stakeholder groups in terms of knowledge, skills, strengths, weaknesses, opportunities, threats, assets and other elements required for them to achieve the pre-specified objectives. <ul style="list-style-type: none"> • CNA process provides a structured and participatory approach through workshops and one-on-one discussions to assessing capacity needs and filling gaps by uniting several minds towards a common vision
Capacity Development (CD)	The sum of efforts needed to nurture, enhance and utilize the skills and capabilities of people and institutions at all levels (national, regional, district, village, group, individual) so they can better progress towards sustainable development at the basic conceptual level.
Capacity Development Plan (CDP)	Simply a result of a capacity assessment study, which has <i>defined</i> timelines, expected outputs and responsible partners.
Cluster	Cluster is a geographically proximate group of interconnected stakeholders in a particular field linked by commonalities and complementariness.
Cluster Development Approach	Is a way to realize competitive advantage of industries by promoting and strengthening collaborations among various stakeholders across and beyond value chain
Forest Products Value Chain	A set of activities performed by different actors operating in a specific sector such as forest sector, in order to deliver a product, such as sawn wood/timber, non-wood forest product or service for the market.
FORVAC Team	The term “FORVAC team” is the same as the Programme Management of the PD i.e.: <ul style="list-style-type: none"> ● National Programme Coordinator (NPC; Co-Chair) ● Chief Technical Advisor (CTA; Co-Chair) ● National Forestry and Value Chain Development Expert (FVCDE; Member) ● National Finance and Administration Manager (FAM; Member; Secretary) ● International Forest Value Chain Adviser (FVCA; Member when in country)

1.7 Limitations of the study

During the inception phase it was specified that considerations regarding REDD+, forest certification schemes as well as development of ecotourism should not be included in the TNA and that only the Timber Legality Assurance System (TLAS) aspects of the FLEGT is considered - not the full FLEGT.

In addition the below limitations apply:

It was not possible to consult will all Villages and all Districts: The consultancy was allocated 32 working days for each of the STI and STN (the STA Team), which included a 5 week consultation period in Tanzania with stakeholders at National, District and Village level. Spending additional time in the field would have made it possible to cover more/all FORVAC districts and villages and resulted in a more complete local picture. Because of the time constraints, the consultations were restricted to a sample of 6 selected Districts and 4 villages (as described in Chapter 2) in an attempt to get a representative coverage of the challenges and opportunities to Forestry Value Chain Development. The findings presented in this report are based on stakeholders' consultations and the analytical desk review/analysis of relevant literature.

It has not been possible to provide budget estimates for the recommended interventions: FORVAC functions largely through Service Providers (SPs). Contracts with SPs require ToRs and a procurement process which means that the costs of individual interventions will only be known when the procurement is complete. The FORVAC budget does not specify how much is allocated under each activity to contracts with SPs. Developing ToRs and cost-estimates takes significantly more time than is available under current TNA and goes beyond the scope of a TNA. On the initial TNA meeting with the stakeholders at the Finnish Embassy in DSM (23.04.2019) and in the inception report it was therefore informed that the individual interventions proposed will not be accompanied by a budget estimate.

2. Methodology.

2.1 Geographical coverage of FORVAC and CNA/TNA study sites

The TNA was carried out in six out of ten FORVAC districts in three clusters. The selection process was purely purposive based on TNA team's set criteria indicated in Table 2. Generally, however, the selection of clusters and districts is further guided by the forest area and stock of already declared VLFRs (i.e. realistic potential for forest-based income/ value chains) and likelihood of achieving tangible results during the Programme lifetime. Preference has also been given to Districts that have been supported by NFBKP II. It is assumed therefore, that the results expected to be achieved in the target Districts and Villages should be easily replicable to other forested Districts.

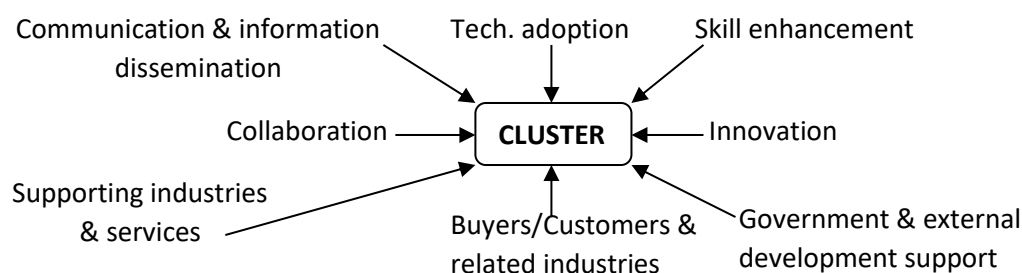
Table 2: FORVAC priority clusters, District and areas where CNA/TNA was done in May 2019

Cluster name	FORVAC Districts	CNA/TNA districts	Selection criteria ¹
Tanga	Kilindi, Handeni & Mpwapwa ²	Kilindi & Handeni	Availability of the cluster coordinator on site, relative location and distance (km), rain, travel plan of TNA/CNA team
Lindi	Liwale, Ruangwa & Nachingwea	Ruangwa & Nachingwea	As above
Ruvuma	Namtumbo, Songea, Mbinga & Nyasa	Songea & Mbinga	As above plus new management arrangement of VLFRs in Mbinga and Nyasa districts

2.2 The cluster development approach

The cluster development approach (CDA) is a way to realize competitive advantage of industries/sectors by promoting and strengthening collaboration among stakeholders across and beyond value chain. It enables stakeholders, especially small and medium enterprises (SMEs), to grasp opportunities and benefits created under the cluster as illustrated in Figure 1 below.

Figure 1: Cluster development approach



2.3 Scope of the assignment

The Terms of Reference (ToRs) (Appendix 1) use the terms Capacity Needs Assessment (CAN) and Training Needs Assessment (TNA) interchangeably and the current report contains elements of both. According to the ToRs the TNA consultants were required to conduct an institutional capacity assessment at central level to

¹ The selection of priority Districts was done in consultation with FORVAC team based on logistics of accessing them within the available time and broad coverage of the FORVAC thematic areas and intended outputs

² Mpwapwa District in Dodoma region was adopted later in the process after cluster coordinators have already been recruited in each cluster. Therefore it was conveniently placed under Tanga cluster.

identify the existing capacities and the competencies needed. This is to ensure that the capacity development actions of FORVAC address the true needs and capacity gaps in a sustainable manner. Capacity building will be based both on training individuals but equally important in building the institutional capacity which is more than a sum of the capacities of individuals. However, the modern concept of capacity development requires that the approach of capacity building to entail training of individuals, instructional development, leadership development as well as accountability. Capacity development will contain various activities such as coaching, training, peer-support and experience exchange. It is against these overlapping processes that both training and capacity needs assessments (TNA/CNA) were done during the consultancy as highlighted in Table 3.

Table 3: Training and capacity development process cycles at glance

Step	Training process flow	TNA	Capacity development process flow	CNA
1	Conduct training needs analysis	√	Engage partners and build consensus	
2	Identify learning objectives		Assess capacity (assets and needs)	√
3	Design training course		Define capacity development strategies	√
4	Conduct training		Implement capacity development strategies	
5	Evaluate training		Monitor & evaluate capacity development strategies	

In addition the ToRs contain a deliverable on draft ToRs for Institutional and Local Level SPs (Appendix 6) which go somewhat beyond the scope of regular TNA/CNA.

2.4 Target beneficiaries/stakeholders consulted

One of the objectives of this assessment was assess the capacities and capacity needs of various groups of FORVAC beneficiaries and stakeholders (See Appendix 2) in order to compile a capacity development plan. Table 4 shows the category and number of beneficiaries and stakeholders consulted at cluster, district and village levels while Appendix 3 shows a comprehensive list at different levels of consultations.

Table 4: Number of respondents/participants & type of interaction by sample District.

Cluster	District	Number of respondents (sample size/groups)			Total number per District	Name of visited Village
		Key Informants	Technical staff discussions	Village focus group discussion		
Tanga	Kilindi	2 (1F:1M) ³	7 (All M)	11 (3F:8M)	20 (4F:16M)	Kwamwande
	Handeni	2 (All M)	4 (1F : 3M)	20 (6F:14M)	26 (7F:19M)	Mazingara
Lindi	Ruangwa	2 (All M)	4 (All M)	32 (17F:15M)	38 (17F:21M)	Nandenje
	Nachingwea	2 (1F:1M)	6 (All M)	-	08 (1F:7M)	Not visited ⁴
Ruvuma	Songea	2 (All F)	4 (All M)	09 (1F:8M)	15 (3F:12M)	Ndongosi
	Mbinga	2 (All M)	5 (1F: 4M)	-	07 (1F:6M)	Not visited ⁵
Total number		12 (4F:8M)	30 (2F: 28M)	72 (27F:45M)	114 (33F:81M)	4 villages

³ F=Female, M=Male

⁴ The selected village is 90 km away from District council hence time could not allow the team to visit the village.

⁵ Visit cancelled because management of all VLFRs in Mbinga have been officially handed over to TFS.

2.5 Data collection and analysis

Based on the nature and approach of the study, a combination of qualitative methods (namely review of references, semi-structured key informant interviews, focus group discussion, field observation and workshop/conference presentations and discussions) were used during data collection (Tables 5 and 6).

Table 5: Methods used in the TNA/CNA data collection.

S/N	Method	Description
1	Review of references	This was done throughout the assessment. It involved reading of the FORVAC programme document and research reports such as the market analysis report.
2	Semi-structured interviews	This involved the use of more general questions and topics/themes during key roundtable discussions with district level technical staff and potential SPs. The methods were useful as it allows both the interviewer and interviewee the flexibility to probe for details or discussions.
3	Focus group discussions	This was chiefly used at village level in order to obtain in-depth information on ideas and perceptions of group. It is appropriately used with a relatively small meeting convened for a specific purpose under the direction of the facilitator. During group discussion members are encouraged to talk freely and spontaneously about a topic with the aim of discovering emerging themes of the phenomenon.
4	Observations	This was used by TNA experts to observe working environment and performance of officials, including observing office buildings and materials, communications tools etc. This was used throughout the study.
5	Workshop /conference / debriefing sessions	This was used to collect information from key informants during the presentation of the charcoal report from the national charcoal taskforce in Morogoro and during presentation of the TNA/CNA preliminary findings at the Embassy of Finland in Dar es Salaam. It was also used during presentation at the FORVAC Annual Work plan preparation workshop in Morogoro where new insights were obtained through questions and discussions.

Table 6: Rationale of the use of each of the methods described in Table 5 above

S/N	Activity/interaction	Process/Method	Purpose or rationale
1	Review of available documents (week 1 & 2)	Critical review of relevant documents within FORVAC Context	To gain an in-depth understanding of the programme and its underlying thematic components
2	Stakeholders' mapping (week 1& 2)	Stakeholders mapping in collaboration with FORVAC staff/team	To identify and select key agencies, individuals, central/district SPs for interviews, FGDs groups
3	Interview with central-level stakeholders (week 1-3)	Discuss and/or interview experts/ Govt. Officials, NGOs and potential SPs using mixed methods	Identify partners and current skills/knowledge/ attitude of national level stakeholders
4	Interaction with District level stakeholders (week 4-6)	One day interaction with key stakeholders in each assessment District	Identify partners and current skills/knowledge/ attitude of district level stakeholders
5	Focus group discussions (FGDs) at village level (4-6)	TNA experts to facilitate one session of discussion in each assessment District	Identify partners and current skills/knowledge/ attitude of community level stakeholders
6	Data analysis (week 7-8)	Conduct critical analysis of results of discussions, interviews and literature reviews	To prepare draft training needs assessment report and capacity development plan
7	Submission and validation of the draft report (week 9-13)	Share preliminary findings and receive feedback from the competent authorities	Prepare final TNA report and capacity development plan based on stakeholders' feedback.

2.6 TNA/CNA Gap analysis and presentation of findings and recommendations

2.6.1 Identification of capacity gaps

Content analysis approach was used to identify both training and capacity gaps and to provide the basis for recommending areas for training and capacity development within FORVAC context. The interviews of the national level priority stakeholders along with the findings from District and Village level identify the capacity gaps to development of forestry value chains at national, district and local level and hence lays the foundation of the Capacity Development Plan of FORVAC. The Capacity Development Plan of FORVAC presented in the next chapter (Chapter 3) presents the findings and suggests activities to fill the identified gaps.

2.6.2 Establishment of a capacity development plan

The resulting Capacity Development plan is basically a list of proposals for prioritization by the Project Management. The cost of any given intervention will only be known after the final contract has been signed with the SP. The resulting list of Capacity Development activities should therefore be seen as a starting point for informed decision on which interventions to prioritize by the Programme Management within the existing budget and capacity of the programme. The consultations were used to map / identify areas where the priority stakeholders agree on an intervention (common ground). The areas that the priority stakeholders agree upon are recommended for inclusion in the first year work plan of FORVAC provided they are within the existing budget and capacity of the Programme. The TNA/CNA findings and recommendations are structured so they follow the outputs, activities and sub-activities of the Programme Document (PD).

The PD contains app. 70 sub-activities related to development of Forestry Value Chains, most of which have specific focus and specific target groups for capacity building. Under each sub-activity, the relevant institutional and local level capacity and training needs are considered. In addition the findings and recommendations consider the three main market systems: Timber, Charcoal and NWFPs and the three common components of the market system: “The core market, the supporting functions and the rules” Figure 2.

For reasons of sustainability the TNA/CNA recommends that the capacity building interventions should as far as possible be integrated/institutionalized in the stakeholders’ organisations, considering their roles and responsibilities and the specific context in which they operate.

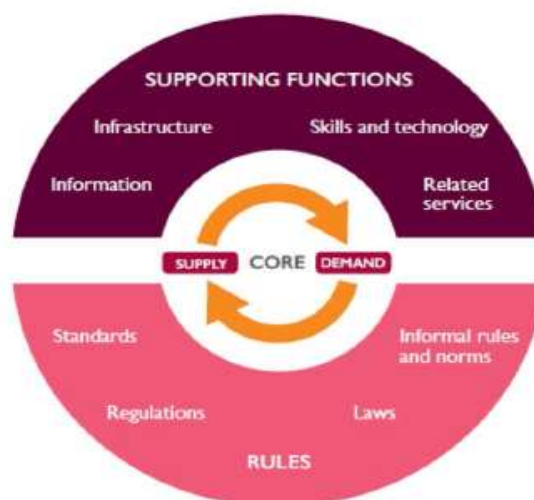


Figure 2: The market system “Doughnut”

3. Findings and recommendations.

The main focus of TNA was on institutional capacity assessment at central level to identify the existing capacities, capacity gaps and competencies needed, where applicable. In addition, the TNA was expected to provide guidance to TA staff, especially the Cluster Coordinators, on how to conduct needs assessment at cluster, district and village levels, develop a capacity building plan for key stakeholders at those levels and use the capacity development plan to engage SPs where needed. The function of the TNA is to find gaps and propose methods for overcoming the gaps primarily through training/capacity building. It is emphasized that the role of the TNA team is purely advisory and that decision of how to address the issues pointed out by the TNA rests solely with the Programme Supervisory Board (PSB) and the Programme Steering Committee (PSC).

The current chapter has therefore been structured into two sections with section 3.1 dealing with the overarching findings and section 3.2 dealing with the output and activity specific findings.

3.1 Overarching findings

Below is a list of key overarching issues, which require immediate, short-term action(s) for smooth implementation of FORVAC:

6. Fundamental differences in the understanding of the legal framework (policies, laws and regulations, bylaws) related to forests and land use and thereby the duties of higher level government institutions *vis a vis* village (lower level) government institutions (VC & VNRCs).
7. New and undefined management arrangements in two FORVAC-Districts in Ruvuma Region
8. Diverging understanding of the concept of SFM within the tenets of forest value chain and a resulting low priority for developing value chains related to wood products from Natural Forests.
9. Perceived limited ownership of the programme from the side of TFS and PO-RALG
10. Limited capacity of the FORVAC programme team.

The current status and practices are described in more detail below.

3.1.1 Diverging understanding of the legal framework related to forests and land use /duties of government institutions.

The interpretation of the legal frameworks (Forest act 2002 & Land Act 1999) is not uniform/consistent across the Priority Stakeholders at national (FBD, TFS, PORALG) and subnational (i.e. District) technical levels. Forest Reserves are defined by Forest Act. General Land is defined by Land Act.

The Priority Stakeholders share the understanding that TFS mandate is to manage National Forest Reserves and Forests on General Land and PO-RALG mandate is to manage the forests on Local Government Reserves and on village land.

The priority stakeholders also share a common awareness of the wording of the definition of General Land according to the Land Act (Box 1).

The differences appear in the interpretation of the General Land definition. In the Districts visited during the TNA, all land has been registered as village land. It can therefore be argued that there is no longer any general land in these districts and that was often the understanding of the DNRO and DFO. TFS interpretation however was often that forests on non-reserved Village Land is classified as General Forest Land (possibly due to the last phrase in the definition of General Lands “ ... *includes unoccupied and unused village land.*” Note, however, that the part of the definition in italics does not appear in the definition of General Land in the Village Land Act. This implies that the ambiguity of the term is not due to lack or limited understanding of the officers but more so due to the contradictions of the two Land Acts (No. 4 & 5).

Box 1: General Land Definition

According to the Land Act, General land is defined as: “All public land which is not reserved land or village land and includes unoccupied and unused village land.

It has not been possible for the TNA team to trace the term “General Forest Land” to a legal document - the verbal definition provided was “land within a village which is not a settlement or farmed. Found especially in villages with no LUP”.

The result of the above gap is different practices for issuing of harvesting licenses and revenue collection especially from Non-Reserved Village Lands which reduces the local sense of ownership. The issuing of harvesting licenses by TFS from non-reserve village land (“the General Land”) and an ownership of the trees which is not connected to the land ownership may lead to increased rates of conversion by villagers to other land uses as it would then no longer be classified as unoccupied / unused village land.

It is advisable to ensure a complete harmonization across the Priority Stakeholders in the understanding of General Land definitions and practices of issuing harvesting licences in village lands and that this common understanding is communicated vertically in the organizations to District and Village level officials.

The upcoming establishment of the Tanzania Forest Authority (TFA) and the eventual merging of the DFO and DFM at District level would be a good opportunity to conduct a common capacity building across the organizational structure to ensure one common understanding. The question that still lingers is that, will the PFM (especially CBFM) theory and practice remain valid?

3.1.2 Changed management arrangements for the VLFRs of Mbinga and Nyasa Districts.

The VLFRs in Mbinga and Nyasa Districts have undergone some changes in the management where in some reserves the management has officially been transferred to TFS while the ownership of the VLFRs remain with the villages. According to the Regional Forest Officer (RFO), the VLFRs whose management has been transferred to TFS are not within FORVAC villages. These include Kigonsera, Amanimakolo, and parts of the Livingstone ranges namely Ndengere and Liuli escarpments while those listed in FORVACs PD are Livingstone ranges - Namswea Lilenga, Luangara, Lihiga, Mitumbati, Lupagaro, and Lilindindo whose management are still under VNRCs as usual.

Nevertheless this is a new constellation in the context of PFM in Tanzania and a number questions related to decision making, community involvement, benefit sharing mechanisms etc. need further clarification in those forests even though they fall outside FORVAC boundaries. This is important because the changed management arrangements may impact the planned FORVAC interventions and it will be necessary for

FORVAC to either facilitate the dialogue between higher level and lower governments to reconcile the likely tensions between TFS and villagers as part of the capacity development process at lower levels while continuing the with interventions in designated VLFRs listed in the PD. In the context of FORVAC it will also be important to understand whether this management arrangement (which is more or less a reverse JFM) will be practically feasible in the short and medium term for future promotion into other Districts / Villages with similar challenges.

3.1.3 Diverging understanding of the concepts of SFM.

SFM is normally defined by a set of environmental, social and economic criteria and indicators⁶ (e.g. Tanzanian FSC standards). The concept of sustainability having strong social and economic elements lies at the core of the FORVAC Programme.

The FORVAC Programme will promote inclusive, local value addition of forest products from the logic that the forests will only be preserved by the adjacent communities if they benefit from them (socially, environmentally and economically).

The findings of the TNA suggest that the focus of the TFS is primarily on protection of forests through law enforcement. TFS opinion is that the remaining forest resources are dwindling and thus must be protected and allowed to recover before it is advisable to promote increased harvesting and value chain development that it is not advisable to support villagers to develop wood processing (value addition) businesses, especially in area where villagers/communities are busy with agriculture as their primary source of income.

To move the programme forward in a coordinated manner, the priority stakeholders and FORVAC Team must adopt a common understanding of the theory and practice of SFM concept which will then be applied in the context of the programme. The proposal is to use the Tanzanian FSC Standard which contains criteria and indicators for the social, environmental and economic pillars of SFM. Due to costs and complexity, the full step towards FSC certification and third party verification should not be taken - but it will provide a clear easily understood argumentation if the management of VLFRs under FORVAC follows the Standard.

3.1.4 Perceived limited ownership of the FORVAC Programme from the side of TFS and PO-RALG.

The general impression from the stakeholder consultations was that FBD as the implementing partner of the FORVAC programme had a strong ownership⁷ of the Programme. The ownership was perceived to be somewhat lacking from the side of other Government entities involved, TFS and PO-RALG. The Programme Document was compiled after a phase of consultations and a validation workshop involving the priority stakeholders. This is however some years back and due to staff changes and changes in the overall national

⁶ **Criteria** define the essential elements against which sustainability is assessed, with due consideration paid to the productive, protective and social roles of forests and forest ecosystems. Each criterion relates to a key element of sustainability, and may be described by one or more indicators. On the other hand **Indicators** are parameters which can be measured and correspond to a particular criterion. They measure and help monitor the status and changes of forests in quantitative, qualitative and descriptive terms that reflect forest values as seen by those who defined each criterion. Source: <http://www.fao.org/forestry/ci/en/>. Cited on 31.05.2019.

⁷ By 'ownership' here means defined roles and responsibilities with clear mechanism of funds allocation to clusters.

priorities it is advisable to pursue means of increasing the sense of ownership across all priority stakeholders. The recommended high level consultations of the priority stakeholders will provide further guidance on how to strengthen key stakeholder sense of ownership. To the extent possible the work-plan 2019-2020 may be adjusted in accordance with the recommendations from the high level consultations.

3.1.5 Limited capacity of the FORVAC Programme Team.

The progress is hampered by limited capacity of the FORVAC Team compared to the level of activities and scope of the Programme and the challenges associated with implementing activities across the geographical and institutional landscape - largely through contracts with SPs. The observations during the TNA is that the FORVAC team needs a significant capacity strengthening in order to fulfil the task in accordance with work-plan 2019-20. This applies both for the TA team and the National priority stakeholders. There is a need to strengthen the capacity both in terms of number of staff and to improve the efficiency of the work processes, including communication and filing.

On the TA side, the CTA function urgently needs to be re-filled and the possibility of supplementing with National and International Junior Professional Officers (JPOs) should be fast-tracked. At Cluster Level, the Cluster Coordinator should ideally be supplemented with a Junior Assistant. This will reduce vulnerability to staff changes, increase the capacity building impact by involving young persons and support the Cluster Coordinator in the implementation of what will be a very demanding work. FORVAC is essentially a Capacity Development Project and the importance of active communication cannot be underestimated - i.e. it should be considered important to establish a communication officer function within FORVAC framework.

The National support to the Programme needs strengthening. The present arrangements concerning coordination, communication and documentation of Programme activities are insufficient. Between them, the Priority stakeholders should discuss and agree on how to strengthen the daily operational processes. One possibility could be the recruitment of an Administrative Secretary to work between the CTA and the NPC for general consolidation of the work processes and work-planning of national staff assigned to the Project. Currently the Accountants are filling the gaps, which is only possible because the cluster activities are still in the planning / inception phase.

During the initial months of the 2019-20 AWP, a lot of effort will be needed from the side of the FORVAC Programme Management Office to compile a number of contracts with Service Provider (SPs) and raise awareness of the programme inter alia by developing an attractive and informative website. The Programme Management could consider ways of further strengthening the team by bringing in the Ministry and District Level Lawyers to jointly assist so it has the capacity to generate contracts during July - September 2019 with intention to start implementing during last half of 2019.

3.1.6 Addressing the overarching gaps:

The above mentioned overarching gaps should in principle have been identified and addressed during the Programme development. If they are not addressed now, the implications to the programme might be very serious. The advice is therefore to settle the differences as soon as possible and during the first month of the work-year 2019-20, i.e. during July 2019 preferably during the first half of July.

Due to the nature of the challenges the proposal is to conduct a high level retreat (Permanent Secretary (PS) level PO-RALG and MNRT) - it should be considered also to invite Chief Executive of TFS, Directors (FBD and Sector Coordination PO-RALG) and the CTA as they have the technical insight in the programme. **The recommendation of the TNA team is to conduct this as a retreat for a small group of very senior staff and to use UONGOZI Institute of Management as the mediator and take the time needed to get the overarching challenges cleared and have one common understanding, increased ownership and cooperative approach among the Priority Stakeholders.**

If the differences are not handled at the very start of the work year it will affect the implementation and negatively impact the sustainability of the Programme.

An observation from the TNA team is that with almost ¼ of the time gone, a proactive approach in identifying SPs and initiating contracts is urgently needed. Otherwise it may turn out to be challenging to achieve all targets during the remaining 3 years. The program document is very ambitious and the budget is large so quick delivery is needed in order to avoid having to discuss no-cost extension.

3.1.7 Proposed timeline for addressing overarching findings

Proposed timeline: Activities related to addressing overarching challenges		2018-2019	2019-2020											
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J
Agree on concept for achieving common understanding on overarching challenges	Priority Stakeholders at PSC Meeting													
Conduct high level retreat to achieve common understanding on overarching challenges and increased ownership of the Programme.	UONGOZI Inst													
Strengthen the capacity of the FORVAC team and work processes - FORVAC National partners and TA Team. The process is continuous as the needs for staffing of the project may vary depending on the phases of implementation.	CTA, NPC, PSC and PSB													

3.2. Output Specific Findings

The current section proceeds according to the order of outputs and activities as defined by section 3.2 of the programme document. The page layout is “landscape“ to allow for better visibility of the tabular information.

3.2.1 Output 1: Improved Value Chains and increased private sector involvement in the forestry sector.

There are 2 activities under this output namely

1.1 Establishment and Mobilization of Village Land Forest Reserves (VLFR); and

1.2 Support to value chains development

In the below the findings of the TNA related to these activities are described. After each status/findings of the TNA, a table with proposed actions / training needs follows:

Activity 1.1. Establishment and Mobilization of Village Land Forest Reserves (VLFR):

Sub-act. No.: Formalizing collaboration at District level, Initial Status and Baseline Information (not included in PD list of sub-activities)

Findings of the TNA:

- Role of Cluster Coordinators and role of District Staff need to be harmonized and formalized (MoU with PO-RALG - defining also the role of Cluster Coordinator and that of DFO). Presently there is no such formal agreement.
- The baseline information related to VLFRs and VLUPs is missing and there is no central repository / database where the information can be accessed. The only way of getting an updated overview is through consultations with all Villages and Districts under FORVAC.
- The villages of the FORVAC program have very different starting points - some are just starting the CBFM process while others (especially in Lindi) have gone through the phases up to producing a harvesting plan and are now generating income from sale of timber from the VLFR.
- Many villages have VLUP and Forest Management Plans (FMPs) that are more than 10 years old or approaching 10 years which will need updating during the FORVAC Programme.

The status reports with updated info on VLFR areas and state of PFM / CBFM and information on VLUPs (e.g. Name, location, existence of boundary conflicts, date of the previous report etc.), the existence of VLUM Teams at village level and PLUM Teams at District level is needed for all the FORVAC villages and will serve a triple purpose:

- Baseline information to monitor FORVAC progress - for this reason the status is proposed updated quarterly
- Input to the contracts with SPs
- Providing the Cluster coordinators with a thorough and systematic overview of the Villages and the status of CBFM and VLUP and a strong network at Village and District level at an early stage of their work

For the above reasons it is proposed that the cluster coordinators do this work already during June 2019.

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Proposed tasks and timeline: Sub-activities related to Initial Status and Baseline Information		2018-2019	2019-2020												2020-2021				2021-2022				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Make MoUs with PO-RALG formalizing the collaboration between CCs and DFO	FORVAC TA-Team																						
Compile Cluster wise status report of VLFRs, areas steps of PFM / CBFM for all FORVAC villages	Cluster Coord.																						
Compile Cluster wise status report of VLUP, areas, steps, Existence & composition of PLUM teams at District Level and VLUM Teams at Village level The village status report should contain an overview of existing providers of grants and loans (TaFF, VICOBA/ VS&L/ SACCO)	Cluster Coord.																						
Quarterly update of the figures to monitor progress on CBFM and VLUP	Cluster Coord.																						

Sub-act No.: 1.1.1, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.9, 1.2.12, 1.2.18, 1.2.19	VNRC establishment (1.1.1) Demarcation of the forest area, forest inventory and production of VLFR/CFR Management Plans (1.1.4) Support writing the Bylaws and legal registration of VLFRs/CFR (1.1.5) Support gazettement of selected VLFR/CFR (1.1.6) Facilitate development of Timber Harvesting Plans (1.1.7), Promote equitable benefit sharing of timber sales, charcoal and NTFP/NWFP income (1.1.9), Facilitate market/supply – demand analysis for the forestry production in the project areas (1.2.12), Build capacity of village land Councils, VLUMs and Ward tribunals to enforce land use by-laws in their respective villages and resolve land use related conflicts (1.2.18), Build and Strengthen capacity of tree growers and other key relevant stakeholders in microfinance for sustainable forest management (1.2.19)
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Findings of the TNA:

- The Villages rarely have capacity and interest by themselves to initiate the process of establishing VLFRs, conducting inventory and producing/updating management plans and timber harvesting plans.
- The villages of the FORVAC program have very different starting points - some are just starting the process of establishing VLFRs while others (especially in Lindi) have gone through the phases up to producing a harvesting plan and are now generating income from sale of timber from the VLFR. This reflects the degree to which villages have been supported by CBFM programmes. For Lindi, LIMAS, MCDI and WWF programmes, have contributed significantly towards the current state of VLFRs.
- Many villages have Forest Management Plans (FMPs) that are more than 10 years old (i.e. technically obsolete or equally no management plans) or approaching 10 years which will need immediate updating during the implementation of FORVAC Programme activity 1.1.
- In some villages knowledge of existing LUP, forest management plans and Forest Harvesting plans is limited or vested to a few individuals and were not readily available during the TNA.
- In case FORVAC plans to conduct trainings to village level officials (activity 2.1), this should be best done after December 2019 /January 2020 since local elections may result in some changes of persons holding positions in the VCs and/or VNRCs.

To provide the services needed to establish and mobilize VLFRs it is recommended to enter into contracts with NGOs (e.g. MCDI, TFCG, WCS, MJUMITA). The NGOs must have proven ability to support CBFM through similar programmes (e.g. KILORWEMP, REDD+ Pilots, LIMAS, WWF, CARE International etc.) and should have the capacity to take on a new assignment and deliver professionally. The status reports from the above sub-activity will provide the baseline for the contracts and provide information on the types of deliverables the contracts must deliver.

The work on supporting VLFR establishment and mobilization through Contracts with NGOs is foreseen to proceed until the end of the FORVAC programme partly because the villages are at very different stages of VLFR establishment, partly because there are many villages and partly because the various processes are foreseen to be time consuming. As many VLFRs as possible should aim for gazettement - the PD mentions 1-3 per cluster - it can be considered to adapt a higher level of ambition.

Using NGOs as service providers for support to VLFR establishment has the additional advantage that civil society is also strengthened in CBFM through the contracts with FORVAC (though not a primary goal). For ease of administration and to build good relationships with project staff and Villagers it is advisable to make a limited number of contracts that stretch till the end of FORVAC and that cover a broad range of sub-activities. 2 main types of NGO collaboration at local level are foreseen needed to achieve the objectives of the FORVAC Programme

1. Cluster specific NGOs for the technical support to implementation and Capacity Development. It is proposed to work with one specific NGO-SP per cluster (possibly the southern clusters can be done by one NGO-SP) to provide the technical support to the implementation and capacity building of the local community for SFM, local value addition, microfinance etc.

2. NGO cross cutting support to VLUM Team, Advocacy, translations, trainings on legislative matters, building capacity for enforcement of VLUP by laws, conflict resolution, development of CBFM Apex Body etc. See figure 3 where some potential SPs are mentioned

The interventions of the Service providers could be as indicated below in the proposed timeline.

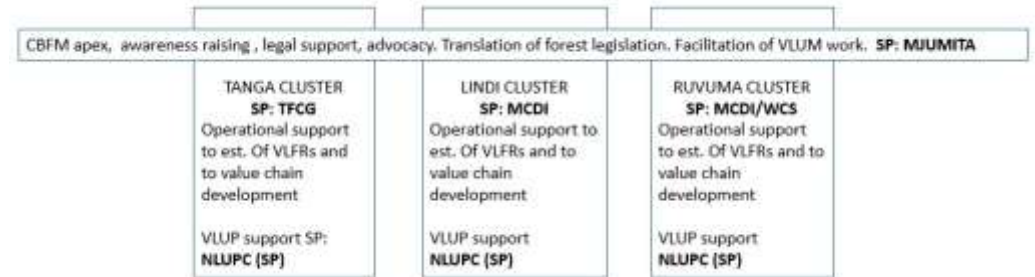


Figure 3: Possible structure of Service Provider support to VLFRs in FORVAC Clusters

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Proposed timeline for the sub-activities: 1.1.1, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.9, 1.2.12, 1.2.18, 1.2.19		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Determine methods for engaging Service Providers (single source/ competitive bidding/tender). Clarify with PORALG how to get mandate to build capacity of the Village Councils, VLUM Teams and the Ward Tribunals and use that concept for the trainings.	FORVAC TA-Team																					
Prepare cluster wise ToRs for the work related to sub-activities 1.1.1, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.9. Identify SPs and prepare contracts with SPs	FORVAC TA-Team																					
CCs work with selected SPs to conduct market/supply – demand analysis for the forestry production in the project areas – mapping the needs for technical assistance (studies), workshops/focus group discussions. 1.2.12)	CCs. FORVAC Team, NGO-SP																					
VNRC Establishment (1.1.1)	NGO-SP																					
Forest inventory and development of FMPs (1.1.4)	NGO-SP																					
Bylaws and legal registration of VLFRs/CFRs (1.1.5)	NGO-SP																					
Gazetting of VLFRs and CFRs (1.1.7)	NGO-SP																					
Trainings on SFM practices and microfinance	NGO-SP																					
Building capacity of the Village Councils, VLUM Teams and the Ward Tribunals in enforcement of VLUP bylaws and land use related conflict resolution.	NGO- Cross cutting SP																					
Building Capacity and agreeing on principles for Equitable benefit sharing (1.1.9)	NGO-SP																					

Sub-act No.: 1.1.2, Agreement & demarcation of village boundaries (1.1.2) Support to Establishment of Village Land Use Plan (VLUP) Production of VLUP, Forest 1.1.3, 1.2.17 Area Demarcation) (1.1.3) Build capacity of neighboring District Authorities to resolve land and related natural resources use (1.2.17)

Findings of the TNA:

- National Land Use Planning Commission (NLUPC) has the mandate to produce Village Land Use Plans (VLUPs). For Districts and villages LUP is mandatory. There are 12545 Villages and 179 Districts in Tanzania. A VLUP costs about 18-20 million TZS to make and the process takes around 2 weeks. If the task is revision of existing VLUP it is cheaper and faster.
- Only about 2000 villages have VLUPs. Many villages in the FORVAC clusters therefore do not yet have VLUPs or have plans that are more than 10 years old and therefore need revision. Any VLUP must be accompanied by the bylaws
- For the foreseeable future NLUPC will be very busy with making VLUPs for 700 villages bordering National Parks and protected areas. NLUPC therefore recommends to use SPs to train District Participatory Land Use Management Teams (PLUM Teams) to make VLUPs for the villages under the FORVAC Programme.
- PLUM Teams are meant as permanent District level multidisciplinary bodies (8-10 members). PLUM teams report to DED - who reports to Council Management Team (CMT) made up of councilors and Heads of Depts. - the CMT reports to NLUPC. PLUM teams can also contact NLUPC directly on technical matters
- PLUM Teams are trained for 7 days by 2-3 staff from NLUPC (or by a SP approved by NLUPC). Training is on Participatory Rural Appraisal (PRA). During VLUP the PLUM Team must conduct the following (NB it is important to train several people on each task for continuity):
 1. Validate the boundaries. No LUP can be made if there are conflicts. Boundaries demarcated by villages and experts jointly and in the field.
 2. Conduct PRA
 3. GIS + Mapping (a total of 15 maps must be produced) Existing LU, Proposed LU, Resource mapping etc. Minimum 2 pers. to be trained.
 4. Bylaws. The District Council lawyer is responsible for writing up the bylaws.
 5. Approval process
 6. Gazettement
- The villages of the FORVAC program have very different starting points for VLUP - some are just starting the VLUP process while others have VLUPs from earlier phases of Finnish CBFM support - a lot of these will need revision during the FORVAC Programme.
- At Village level a Village Land Use Management team must be established to work with the District PLUM-Team to produce the VLUP
- NLUPC is willing to train the FORVAC TA-Team in July 2019. The ToRs for the training must be developed by FORVAC TA-Team. A 2-day training in Dodoma is foreseen: 1st day focusing on building capacity of the TA-Team in understanding the VLUP Process. 2nd Day will focus on developing ToRs for SPs that will train the District PLUM Teams. The ToRs for the training should accompany the request for training which should be sent from FORVAC to the DDG of NLUPC.
- In the TORs with NLUPC and the SPs that will train the District PLUM teams will include the training needed to conduct sub-activity 1.2.17 "Build capacity of neighboring District Authorities to resolve land and related natural resources use". The ToRs should also include a measure to ensure homogeneity of the ways in which SPs train PLUM teams. The advice is to pursue synergy with the Geospatial District Training concept promoted by PFP and LUPC and conduct tailormade training of District Officials using Opensource Software. The manual will be launched in June 2019.

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Proposed timeline: Agreement & demarcation of village boundaries (1.1.2) Support to Establishment of Village Land Use Plan (VLUP) Production of (Village Land Use Plan (VLUP),Forest Area Demarcation) (1.1.3) Build capacity of neighboring District Authorities to resolve land and related natural resources use (1.2.17)		2018-2019	2019-2020 (Monthly)													2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Compile Cluster wise status reports of VLUP, areas, steps, Existence & composition of PLUM teams at District Level and	CCs																						
Develop ToRs for a 2 day training of the FORVAC Team and send request to DG NLUC for conducting 2 days training in July	NPC - FORVAC Team																						
Training of the FORVAC TA-Team (2 days in Dodoma) (1 st day focusing on building capacity of the TA-Team for the VLUP Process. 2 nd Day focusing on developing ToRs for SPs that will train the District PLUM Teams in LUP and Build capacity of District Authorities to resolve land and related natural resources use)	NLUPC																						
Matrix with the overview of village VLUP status to be completed and used in the advertisement for local SPs to train PLUM teams	NPC - CCs - PLUM Teams																						
Shortlisted SPs should be sent to DG NLUPC for no-objection	NPC -CCs- PLUM Teams																						
Selection of SPs	CCs- PLUM Teams																						
Starting the work on training District PLUM Teams on VLUP and build capacity of District Authorities to resolve land and related natural resources use	SP selected for the task																						

Sub-act No.: 1.1.8, 1.1.10 Joint venture support on facilitating patrolling as part of VLFR/CFR: equipment, motorbikes in selected VLFRs/CFR (1.1.8) Introduce and pilot information dashboard for reporting illegal activities involving communities and private sector as informants in selected districts – workshops, focal groups (FG), TA support to related investments) (1.1.10)

TNA Findings:

- These sub-activities were not discussed during the TNA
- The current focus of the FORVAC support is to the VLFRs to get started
- Sub activities 1.1.8 and 1.1.10 belong at a later stage of the Programme implementation as the VLFRs will need to be established and fully operational first and they depend on identifying well-functioning VLFRs and private sector partners. Furthermore the FORVAC Team will have a lot of high priority tasks during 2019-2020
- The recommendation is therefore that interventions related to 1.1.8 and 1.1.10 should be considered for the annual work plan for fiscal years 2010-21 and 2021-22. I.e. the proposal is to leave them for the initial year and then get back to them during work-planning for 2021-21

Proposed timeline for the sub-activities 1.1.8 & 1.1.10: Joint venture support on facilitating patrolling as part of VLFR/CFR: equipment, motorbikes in selected VLFRs/CFR (1.1.8) Introduce and pilot information dashboard for reporting illegal activities involving communities and private sector as informants in selected districts – workshops, focal groups (FG), TA support to related investments) (1.1.10)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Joint venture support on facilitating patrolling as part of VLFR/CFR: equipment, motorbikes in selected VLFRs/CFR (1.1.8)	To be decided																					
Introduce and pilot information dashboard for reporting illegal activities involving communities and private sector as informants in selected districts – workshops, focal groups (FG), TA support to related investments) (1.1.10)	To be decided																					

Activity 1.2. Support to Value Chain Development:

Sub-act No.: 1.2.1., Identification of Value Chains (VC) with high potential, selection of VCs to be developed (from production to end-consumer), incl. business potential and feasibility assessment (1.2.1) Assessment of the demand, supply and prices of forest products in domestic and international markets, including lesser known species (1.2.2)

Findings of the TNA:

- There is limited insight on the concept of Value Chain (VC) and the importance of developing values chains for long term sustainable resource use. This applies to all levels: Village, District and National and all 3 main VCs
- Mind-sets of Villagers and Officials are not oriented toward business and there is need to build capacities for business development and business planning.
- Overall Charcoal VC is by far the most important (increasing in price by a factor 20 from producer to market). Charcoal is the most important forest product in Tanga Cluster
- Locally timber VC plays an important role (especially in Lindi Cluster). Most timber is sold on the domestic markets.
- NWFP VCs are very basic - mostly honey - and mostly just sales at farm gate. Honey is produced in all the districts and in most Villages under FORVAC
- The legal actors in the wood and charcoal VCs are operating under challenging conditions and compete with illegally produced timber and charcoal at the markets. Illegal products are quicker and cheaper to get to the markets, creating uneven competition.
- There is virtually no control at the source so the origin of timber and charcoal reaching the markets is uncertain.
- The data on quantities on traded volumes is only part of the picture and only represents the legally traded quantities. A lot circumvent the checkpoint and many pass at night.
- FORVAC VC development can naturally only focus on the legal market.
- In parallel to development of legal VCs and making it easier/cheaper to comply with the law, a concerted parallel effort must be made make it more difficult to conduct illegal/informal activities.
- Feasibility assessment and studies of demand / supply of forest products will need to include also the informal markets and access to reliable standardized information on price and quantities is difficult. Data is incomplete, difficult to access and only represents the legal part of the trade. Any meaningful study would need to include a lot of research into the extent of the illegal trade and will take a long time. The question is whether the activity can add any real practical value in the context of the programme (i.e.- Value Chain Development). If deciding to do it then organization like TNRF or TRAFFIC could be engaged to do the work. The road ahead for the supply demand study could be a topic to discuss with traffic during the September 2019 work session.
- A fair amount of research has been done on lesser known species (LKSs) by TAFORI - confirming that at least 10 LKSs in Lindi Region have strength and durability characteristics to classify for an upgrade to Category 1b.

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Proposed timeline for the sub-activities 1.2.1 and 1.2.2: Identification of Value Chains (VC) with high potential, selection of VCs to be developed (from production to end-consumer), incl. business potential and feasibility assessment (1.2.1), Assessment of the demand, supply and prices of forest products in domestic and international markets, including lesser known species (1.2.2)		2018-2019	2019-2020 (Monthly)													2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
A study should be conducted to estimate stock, diameter and species composition of existing VLFRs that already have Forest management and harvesting plans (all in Lindi cluster), in order to quantify the sustainable annual harvestable volume of species of interest to developing a timber value chain. Based on this information the business potential and feasibility can be assessed.	To be decided																						
A similar study should be done on the VLFRs that do not yet have Management plans and Harvesting plans but aim to develop them during FORVAC.	To be decided																						
A study on the feasibility of different models for Sustainable/alternative Charcoal Production to be conducted in all three clusters	To be decided																						
A study on the feasibility of increased honey production to be conducted in all three clusters	To be decided																						
Assessment of the demand, supply and prices of forest products in domestic and international markets, including lesser known species.	TRNF / TRAFFIC or maybe the topic of an MSc thesis?																						

Sub-act No.: 1.2.3 Support development of product catalogue and marketing promoting products and services related to CBFM (1.2.3)

Findings of the TNA:

- Currently the range of products originating from CBFM under FORVAC are limited.
 - o Wood is often not processed - e.g. trees are sold standing and there is little in the way of local value addition. Buyers of wood often process it in the field equipment that give substandard qualities of planks and lots of waste
 - o Charcoal is produced traditional kiln and sold to middlemen at low prices
 - o Honey produced in the FORVAC villages is sold to middlemen / buyers without local value addition.
- Current status of CBFM is at a very basic stage of value addition - the range of products is small and any catalogue would need to be developed in a way so it can be updated easily as FORVAC progresses with the VC Development
- The proposal is to make it an online catalogue that showcases what products the individual VLFRs under FORVAC are generating and maybe also info on the starting point and processes leading to the increased value addition.
- The catalogue should be in a format that can be printed in attractive format and used for special occasions like trade-fairs, meetings with business partners / investors, development partners and other villages that may want embark on CBFM

Proposed timeline for the sub-activity 1.2.3: Support development of product catalogue and marketing promoting products and services related to CBFM (1.2.3)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Initial determination of intended recipients, function and level of ambition of the catalogue.	FORVAC Team																					
Depending on the above develop catalogue to match. Since value chains will be developed throughout the project the catalogue should be updated annually. Catalogue should be available via website. Limited number of prints can be considered for special events targeting investors and business partners	To be decided																					

**Sub-act No.: 1.2.4, VC Business plans and business skills development in all areas: training & workshops (1.2.4), advisory services & mentoring (1.2.5)
1.2.5**

Findings of the TNA:

- There is limited insight on the concept of Value Chain (VC) and in the importance of developing value chains for long term sustainable resource use. This applies to all levels: Village, District and National and all 3 main VCs
- Mind-sets of Villagers and Officials are not oriented toward business and there is a need to build capacities for business development and business planning.
- Capacity building is needed to boost the knowledge and skills needed to make CBFM value chains work but also to change attitudes towards developing village based value addition
- The capacity development under these sub-activities is foreseen to have 3 stages:
 1. Initial Targeted internal information campaign to convey the message that FORVAC is aligned with National Development priorities,
 2. First year Trainings and Workshops targeting all stakeholders (authorities TFS and PORALG (Management), FBD (Legal Framework), Villagers, business partners, market actors) in order to have an impact on the full value chain (rules, market chain and supporting functions)
 3. Medium term (i.e. 2nd and 3rd year) provision of advisory services and mentoring to VCs that get established through FORVAC support, to help them prosper.
- With reference to bullet 1 above: In order to create an initial common understanding that FORVAC Programme works in support of the overall national development priorities, it should be considered to visualize the ways in which FORVAC is contributing to their achievement (industrialization, poverty alleviation, national value addition, promoting legal, revenue generating activities etc...). And it would be good if high level partner(s) in Govt. Official(s) could help champion the message - that FORVAC is aligned with the national interests and priorities. A suggestion could be the PSs of MNRT and PORALG - as follow up to the initial consensus building retreat in July 2019.
- For Lindi cluster there are a total of 28 VLFRs where harvesting has commenced according to the Programme Document. The training on business skills and mentoring should there be planned in a way that allows for differentiated training as Lindi has the potential to enter into VCs on Timber earlier the other 2 clusters
- There is a long chain of transporters and middlemen that benefit especially from the charcoal VC and significant royalties being charged from legally transported charcoal and timber causing the prices at the VLFR to be extremely low - as the products ultimately compete with timber and charcoal from non-legal sources at the markets (cheaper and easier to get to the markets).
- There is significant scepticism from the side of the authorities and SUA academia towards various models for sustainable charcoal production.
- There is significant scepticism from TFS towards development of wood processing at village level - from the reasoning that forests need protection before utilization should be promoted.

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Proposed timeline for the sub-activities 1.2.4, 1.2.5: VC Business plans and business skills development in all areas: training & workshops (1.2.4), advisory services & mentoring (1.2.5)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Determine target groups for capacity building and develop ToRs for LoA with SP for short term support to training and workshops in Business plans and business skills development	FORVAC Team																						
Internal Information campaign aimed at TFS, FBD, PORALG about how FORVAC is supporting the national development priorities	To be decided																						
Short term broad capacity building through trainings and workshops (Wood products, NTFP/NWFP, Charcoal VCs): Business plans and business skills development in all areas (1.2.4)	Institute of Management & Entrepreneurship Development (IMED)																						
Develop LoA for Advisory Services / mentoring of VCs	FORVAC Team																						
Medium term capacity building through advisory services/mentoring (Wood products, NTFP/NWFP, Charcoal VCs): Business plans and business skills development in all areas (1.2.5) targeted at active VCs	IMED																						

Sub-act No.: 1.2.6, 1.2.12 Support institutional arrangements/business models with market linkages (e.g. MoUs, joint ventures, PPP & other partnerships, groups/association/cooperative initiatives) in processing and storage facilities (1.2.6), Facilitate market/supply – demand analysis for the forestry production in the project areas – technical assistance (studies), workshops/focus group discussions (1.2.12)

Findings of the TNA:

- During the first year much of the focus of FORVAC will need to be on developing the basic business and financial management skills along with supporting the VLFRs in getting the stage where they have LUP, FMPs and Harvesting plans i.e. the point where they are able to enter the value chain.
- The type of collaboration under 1.2.6 will be on a case by case basis and will depend on which partners are in the area, what species and dimensions and NWFPs are available and therefore not possible to plan in detail at the current stage - this is especially the case for Ruvuma and Tanga clusters.
- For Lindi cluster there are a total of 28 VLFRs where harvesting has commenced according to the Programme Document and it is likely that they would be able to enter into partnerships, joint ventures etc. during 2019-20.
- Being community driven, the support must be at the request of Village Council and it is recommended the Custer Coordinators spend significant time with the Villages during the initial work of making a status for the VLFRs to familiarize with current market channels and opportunities. This is especially the case in Lindi where harvesting has started.
- A proposal to arrange an exposure trip for villagers of Lindi VLFRs, to learn from the experiences of MCDI in Kilwa - where portable band-sawmills have been purchased with Finnfund support that allows for a significant value addition locally - shared between villages. This exposure trip should come at an early stage, but it has to after the feasibility assessment mentioned under 1.2.1 has been concluded and should only be done if the findings indicate VC potential (it could be during Oct-Nov-Dec 2019).

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Proposed timeline for the sub-activities 1.2.6, 1.2.12: Support institutional arrangements/business models with market linkages (e.g. MoUs, joint ventures, PPP & other partnerships, groups/association/cooperative initiatives) in processing and storage facilities (1.2.6)) Facilitate market/supply – demand analysis for the forestry production in the project areas – technical assistance (studies), workshops/focus group discussions (1.2.12)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
FORVAC team - familiarizing with the current VC practices and opportunities	FORVAC Team																					
Conduct market/supply – demand analysis for the forestry production in the project areas (including Bamboo and other NWFPS) – including mapping the need for technical assistance (studies), workshops/focus group discussions (1.2.12)	CCs + NGO Technical SPs at cluster level. (MCDI/TFCG/WCS? + MJUMITA)																					
Initial exposure trips for the villages of Lindi Cluster that are already harvesting from the VLFRs. During later years also for villages that have developed harvesting plans under FORVAC	MCDI																					
Throughout: FORVAC to take on an active and catalytic role in connecting investors / business people with VLFR producers and vice versa. E.g., through increased visibility (trade fairs, web page, business fora etc.) and through a general open door policy to investors and business partners that may be interested in developing VCs with VLFRs. The business partnerships will evolve on a case by case - through the FORVAC Programme this activity will be “work in progress” and additional capacity development may be needed depending on the nature of the partnerships																						

Sub-act No.: 1.2.7, 1.2.8, 1.2.9, 1.2.10, 1.2.16 **Assist communities to improve the quality of timber harvested from community forests and link their production with market (demand) – training events, FGDs (1.2.7), – support for better equipment (1.2.8) Support to timber processing entities to improve efficiency of timber processing (e.g. use of efficient sawmills contra pit sawing, saw doctoring, improved recovery and quality of production): FGDs, training/workshops, mentoring, access to finance (1.2.9) Equipment, investments (for piloting/demos) (1.2.10) Improved capacities of VNRCs, tree growers and SMEs within the value chain so that management of VLFRs, volume, quality of tree growing and processing will be improved (1.2.16)**

Findings of the TNA:

- Currently the range of products originating from CBFM under FORVAC are limited.
 - o Wood is often not processed - e.g. trees are sold standing and there is little in the way of local value addition. Buyers of wood often process it in the field equipment that give substandard qualities of planks and lots of waste
 - o Charcoal is produced traditional kiln and sold to middlemen at low prices
 - o Honey produced in the FORVAC villages is sold to middlemen / buyers without local value addition.
- Community insight in timber quality, processing and markets is low.
- There are virtually no silvicultural practices in current management of natural forests - mainly harvesting only
- There is scope for introducing principles of active silviculture to improve species composition, production and quality and it should be considered to develop a small curriculum for use at village level that covers basic silviculture (e.g. (enrichment planting, thinning, selective harvesting, increased volume and growth, dimensions, fire-management etc.). The business approach should be taken promoting cost efficient activities that lead to increased value of forest products and SFM principles should be defined and applied.
- Producers sell at low prices, there seems to be scope for increased local level value addition.
- Increased local level value addition is expected to be met with some opposition from existing buyers and middlemen as it may impact their livelihoods.
- Promoting equipment and techniques that improves quality and increases recovery is acceptable to all priority stakeholders of FORVAC.
- MCDI has some experience in assisting communities to improve quality of timber / sawn wood from VLFRs.
- Initial focus under these sub-activities should be VLFRs in Lindi Cluster which is currently harvesting from VLFRs. As more villages under FORVAC achieve harvesting licenses, the focus should be expanded.
- A business approach should be applied right from the start and investment in tools and equipment should only be supported by FORVAC if there is enough sustainable production to make investment feasible (i.e. not a one size fits all approach).
- Business development skills are needed at community level: Bargaining Power - market insight, Business mindedness, Business skills training and business development services (BDS), Record keeping, meeting management and savings groups (Vicoba, SACCOS), Mentoring and coaching is needed.
- Any investment in tools and equipment should be accompanied by appropriate capacity building. Current FITI courses are popular because they provide formal diplomas to the students. They are however not sufficient for operating modern sawmills and additional specialist training and mentoring may be needed.
- District Authorities must be involved in the process so they are aware of the initiatives for local level value addition and how they are aligned with overall development strategies. This is needed to ensure the institutional support from the LGAs and to avoid misunderstandings.

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Proposed timeline for the sub-activities : 1.2.7, 1.2.8, 1.2.9, 1.2.10, 1.2.16		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Develop ToRs for the trainings of villagers, officials and value chain actors in Lindi Cluster to be developed	FORVAC - TA Team - MCDI																					
Develop basic silviculture curriculum for use at village level	To be decided																					
Training events, FGDs, workshops/village meetings - improving the quality of timber harvested from VLFRs and market linkages, exposure trips. Lindi cluster - Villages currently harvesting	MCDI																					
As above - Villages that develop FM and harvesting plans during FORVAC	MCDI/TFCG/??																					
Develop ToRs for the support to improving efficiency of timber processing	FORVAC - TA Team																					
Support to timber processing entities to improve efficiency of timber processing Lindi cluster (e.g. use of efficient sawmills contra pit sawing, saw doctoring, improved recovery and quality of production): FGDs, training/workshops, mentoring, and access to finance.	FWITC, FITI, MCDI, FORVAC Lindi Cluster Coordinator																					
As above - For locations that develop FM and harvesting plans during FORVAC	As above																					
Support for better equipment: On a case by case basis - ongoing activity	FORVAC - TA Team																					

Sub-act No.: 1.2.13 Support VLFRs in harvesting contracts: mentoring, formulation of contracts, linkages with contractors/harvesting companies/buyers: meetings, trade fairs/FGDs, workshops, advisory services (1.2.13)

Findings of the TNA:

- The present stage of knowledge and skills on business development, contracting at village level is very low and villagers will need support in order to negotiate and enter into fair agreements that result in truly inclusive, sustainable resource use and local level value addition.
- Villages are not well connected, not well informed of what happens in other locations and they do not operate in a coordinated manner.
- The support needed should primarily be delivered through the cluster level NGO-SP engaged to support the VC development with support from MJUMITA as the cross-cutting CBFM network SP to ensure homogeneity of the approach. The cluster coordinators will play an important role in fulfilling this target as they hold the central position and will be the entry point when outsiders want to contact the programme partners for collaboration.
- District level officials should be informed regularly of the ongoing FORVAC activities and invited to contribute actively where relevant to promote ownership and support.
- Cluster coordinators and FORVAC Teams should plan inspiration trips where potential business partners can be invited to see the programme possibilities (to villages that have significant production potential) and establish contacts and network with the VLNR producers and exposure trip where villagers and District Officials visit sites of best practices for value addition.

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Proposed timeline for sub-activity : 1.2.13		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Proactively discuss perspectives of Village based value addition with Villagers and District Officials to get inputs and gain support for VC development	Ccs																						
Exposure trips and venues where business partners can meet with VLFR producers, participation of District Officials- e.g. annual/ semiannual to facilitate that the partners can meet and discuss possible VC development	Ccs NGO SP																						
Saba Saba participation to showcase FORVAC achievements. The best would be if the event could be supported by all local stakeholders	FORVAC Team, NGO SPs, Districts, Villages																						
Quarterly FORVAC Newsletter targeted at national and District Officials + Villagers to show FORVAC achievements (Kiswahili) best practices. English language version aimed at businesses, dev partners etc. Both should also be on the website	FORVAC Team																						
Support VLFRs in harvesting contracts: mentoring, formulation of contracts, linkages with contractors/harvesting companies/buyers: This is a continual working dialogue which will be needed throughout.	Ccs NGO SP																						

Sub-act No.: 1.2.14, 1.2.15	Support piloting production of bamboo and manufacturing of products from bamboo in FORVAC districts (1.2.14) Identification of potential pilot forest certification in selected VLFR/CFR, assessment of feasibility (1.2.15)
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Findings of the TNA:

Bamboo (1.2.14)

- Several species of Bamboo exist in Tanzania some of which hold untapped potential as a NWFP
- Due to uneven distribution and variation of species it is not all the FORVAC villages that have sufficient Bamboo resources to allow for income generating / value addition.
- During the initial status for the villages by the Cluster Coordinators an estimate of the potential for bamboo harvesting should be included to narrow the focus for subsequent efforts in developing value addition of bamboo. I.e. focus only on villages that have bamboo potential
- At SUA a project is in the pipeline aimed at promoting Bamboo as a NWFP by establish Tanzania bamboo center to serve as field practical training and research sites. FORVAC should maintain close contact with the project Manager (Dr. Lyimo) at SUA, College of Forestry Wildlife and Tourism to pursue synergies. Once operational, the knowledge center could be an interesting venue for exposure trips and training of villagers and a potential service provider for FORVAC.
- The Bamboo project at SUA is not yet active due to lack of funding - FORVAC might consider whether engaging in this project through an LoA for a quick start initiate could be an avenue to pursue.
- The Bamboo Training Center based in DSM operates under the Small Industries Development Organization (SIDO). Training sessions in bamboo utilization are organized for teams of 20-30 people - producing products such as mats, baskets, seats for chairs. The training can be done in the villages as well. SIDO should be considered as a service provider for villages that have sufficient bamboo resources and have interest in developing bamboo value addition

Forest Certification (1.2.15)

- At the initial TNA briefing at the Finnish Embassy on 23.04.2019 it was advised not to pursue Forest Certification for the VFRs for reasons of cost and complexity. For this reason work related to piloting Forest Certification has been omitted from the work of the TNA team..
- As mentioned under the overarching issues (Section 3.1.3) it is important for the FORVAC Team to have a clear and common definition of SFM including criteria and indicators. It can therefore be considered by FORVAC to apply the Tanzania Forest Standard (FSC 2018) as the way to define SFM under FORVAC. The FORVAC VLFRs could be managed in accordance with the Tanzanian Forest Standard and use the associated C&I to document social, environmental and economic sustainability - without taking the steps and expenses towards formal certification.

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Proposed timeline for sub-activities 1.2.14, 1.2.15: Support piloting production of bamboo and manufacturing of products from bamboo in FORVAC districts (1.2.14) Identification of potential pilot forest certification in selected VLFR/CFR, assessment of feasibility (1.2.15)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Identifying Villages with Bamboo potential	CCs																					
Follow up with SUA Bamboo Project to ensure synergies and possibilities for collaboration possibly through SP contract. E.g. with the trainings planned on technical skills, farming techniques. Participation in trainings and joint activities can only be decided once the Bamboo Project is operational.	FORVAC Team																					
Arrange trainings in value addition in villages that have potential for Bamboo Trainings to be done in villages	SIDO																					
Determine the definition of SFM that FORVAC will apply and what C&I should be used to document it	FORVAC Team																					

Sub-act No.: 1.2.16 Improved capacities of VNRCs, tree growers and SMEs within the value chain so that management of VLFRs, volume, quality of tree growing and processing will be improved. (1.2.16)

Findings of the TNA:

- There are virtually no silvicultural practices in current management of natural forests - mainly harvesting only.
- There is scope for introducing principles of active silviculture to improve species composition, production and quality and it should be considered to develop curriculum/instructions in simple format and language that covers basic silviculture (e.g. (enrichment planting, thinning, selective harvesting, increased volume and growth, dimensions, fire-management, nursery operations and tree planting in the landscape etc.). The business approach should be taken promoting cost efficient activities that lead to increased value of forest products and SFM principles should be defined and applied. Applying a business approach implies a high level of awareness of the economy of the silvicultural interventions which should be justifiable from an economic perspective - using common forest economic principles. In addition to the curriculum/instructions on silviculture and nursery operations training packages for villagers on Business Development and entrepreneurship for CBFM should also be developed.
- All levels - villagers, FORVAC Team and Officials at National and District, Village level should be reached by the silvicultural training,
- Sub-activity 1.2.16 Should be incorporated in LOAs with SPs to assist communities to improve the quality of timber harvested from community forests and link their production with market (demand) – training events, FGDs (1.2.7)
- Please refer to common timeline for 1.2.7, 1.2.8, 1.2.9. 1.2.10 and 1,2,16

Sub-act No.: 1.2.17 Build capacity of neighboring District Authorities to resolve land and related natural resources use (1.2.17)

Findings of the TNA:

- Should be incorporated in LOAs with SPs approved by NLPUC for handling tasks related to mandatory LUP at village level and to the establishment of VLFRs namely: Developing Agreement & demarcation of village boundaries (1.1.2) Support to Establishment of Village Land Use Plan (VLUP) Production of (Village Land Use Plan (VLUP),Forest Area Demarcation) (1.1.3)
- Please refer to common timeline for 1.1.2, 1.1.3 and 1.2.17

Sub-act No.: 1.2.18 Build capacity of village land Councils, VLUMs and Ward tribunals to enforce land use by-laws in their respective villages and resolve land use related conflicts (1.2.18)

Findings of the TNA:

- Should be incorporated in LOA with a cross cutting NGO Service Provider who can train the Village Councils and Ward Tribunals in enforcing land use bylaws and resolving Land Use Conflicts
- Please refer to common timeline for 1.1.1, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.9, 1.2.12, 1.2.18 and 1.2.19

Sub-act No.: 1.2.19 Build and Strengthen capacity of tree growers and other key relevant stakeholders in microfinance for sustainable forest management (1.2.19)

Findings of the TNA:

- Should be incorporated in LOA with a cluster specific NGO-SP that provides the technical support to the implementation of the FORVAC activities and builds capacities of the participating communities
- Please refer to common timeline for 1.1.1, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.9, 1.2.12 1.2.18 and 1.2.19

3.2.2 Output 2: Stakeholder capacity to implement and promote forestry value chain development enhanced.

There are 3 activities under this output namely

- 2.1 Improved institutional and management capacities of Village Councils and VNRC to implement CBFM and develop forest value chains;
- 2.2 Improved capacities to support and monitor CBFM/forest and related value chains and incorporating HRBA aspects; and
- 2.3 Forest products value chains system and business development skills incorporated in curricula of relevant training institutes.

In the below the findings of the TNA related to these activities are described. After each status/findings of the TNA, a table with proposed actions / training needs follows:

Activity 2.1. Improved institutional and management capacities of Village Councils and VNRC to implement CBFM and develop forest value chains

Sub-act No.: 2.1.1, 2.1.2, 2.1.3	Capacity building in VLFRs/CFRs, LUP, laws and regulations related to value chain (2.1.1) Support negotiations for VLFRs/CFRs benefit sharing (2.1.2) Train/educate communities on their rights and benefits of sustainable forest management (2.1.3)
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Findings of the TNA:

- There is limited knowledge at village level about the legal aspects of timber, charcoal and NTWP trade.
- The villagers are aware of the existence of VLUPs however many LUPs are of older date and will be in need of a revision during the FORVAC programme and it is uncertain how actively they are being used. The Village FMPs, Harvesting plans are often not common knowledge and access seems limited to a few individuals (risk of elite capture).
- For villages that are not yet harvesting from the VLFR there are not yet clear benefit sharing mechanisms. One of the villages visited during the TNA had used profits from harvesting to invest in dispensary and doctors house, school buildings, village tractor and motorbike for forest patrolling.
- In general low level of insight in legal rights concerning VLFRs, Forests on Non-Reserved Village Land.
- Urgent need for clarification of what the new management arrangements for VLFRs in Nyasa and Mbinga Districts imply for benefit sharing
- Trainings should start with the Lindi villages that currently are harvesting - and should be expanded to include the villages that will reach the level of harvesting plans during the FORVAC programme.
- Training of village level officials should as far as possible await the LGA elections as there may be staff changes - i.e. they should be held after January 2020
- Consider also working with Lawyers Environmental Action Team (LEAT) (<https://www.lead.or.tz/index.html>) for legal tasks that require an extra effort beyond what MJUMITA can deliver through the LOA.
- Consider involving TRNF in the training / advocacy elements of FORVAC.

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Proposed timeline for sub-activities 2.1.1, 2.1.2, 2.1.3: Capacity building in VLFRs/CFRs, LUP, laws and regulations related to value chain (2.1.1) Support negotiations for VLFRs/CFRs benefit sharing (2.1.2) Train/educate communities on their rights and benefits of sustainable forest management (2.1.3)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Select NGO SPs for village level CapDev. Develop strategy for Village Level CapDev. To be incorporated in the ToRs for SPs	FORVAC Team																						
Basic curriculum to be used by NGO-SPs for village level CapDev to be developed containing following topics: - Nursery and tree planting in the landscape - Basic Silviculture - Improved charcoal production - Timber VC and compliance requirements - Standardized measurements - Legal framework affecting Village Lands - Business development & entrepreneurship Consider developing it in a way that gives it national recognition. Broad participation will be needed for common ownership. Training should as far as possible be through learning by doing supplemented by exposure trips to best practices	To be decided -																						
Training on timber value chain and compliance requirement	NGO Technical SPs at cluster level supported by MJUMITA for cross-cutting considerations																						
Training on rights of communities according to the law and regulations																							
Training on Standardized measurements																							
Training on benefit sharing mechanisms and support to their development																							
Advocacy support and legal advice	MJUMITA, LEAT, TNRF																						

Sub-act No.: 2.1.4 Training of VNRCs in financial aspect (feasibility calculations, business planning) (2.1.4)

Findings of the TNA:

- Communities have limited business skills and mindset, low level of education and little exposure
- Basic Curriculum should be developed to provide VNRCs with need insight to benefit fairly from the VC. Current status is that prices are very low at the village.
- Trainings to be conducted in an appropriate manner preferably through learning by doing - i.e. not theoretical but applied learning
- Training to start after LGA elections in Jan 2020 and should be repeated at regular interval across the FORVAC villages as they reach stages where they will need to start making their feasibility calculations and business plans.

Proposed timeline for sub-activity 2.1.4: Training of VNRCs in financial aspects (feasibility calculations, business planning) 2.1.4)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Develop strategy for Village Level Financial management capacity development. and incorporate curriculum development and trainings into the ToRs for SPs. Select SPs	FORVAC Team																						
Development of a basic curriculum to build capacity of VNRCs in various financial aspects of operating VLFRs and associated value chains Training should as far as possible be through learning by doing supplemented by exposure trips to best practices Conduct workshops, training, supervision, mentoring, exposure trips, and inspirational talks. (connection to 1.2.1, 1.2.4, 1.2.5)	Institute of Management and Entrepreneurship Development IMED																						

Sub-act No.: 2.1.5 Capacity building in Forest management plan development & implementation (2.1.5), Training on practical skills required (2.1.6)
2.1.6

Findings of the TNA:

- Communities have limited knowledge and practical skills in forest management planning and implementation
- There is virtually no tradition for silvicultural practices in VLFRs - only harvesting
- Training in standardized measurement is urgently needed - not only for the villagers but also for the District Officials and VC actors, so the same measurement techniques are applied.
- All partners mention tree planting as a priority and it is highly ranked on the political agenda. FORVAC does not contain this element. It should be considered to develop a standard tree planting capacity building package under FORVAC to generate seedlings for a broad range of planting in the landscape (fruit-trees, multipurpose, agroforestry, fast growing species for timber and charcoal as well as species for enrichment planting in VLFRs). It would be a way of ensuring broad support and provide quick visibility. It would be an activity where results are seen quickly by the participants and could be a good way to rally interest for environmental work and awareness and possibly more interest in the work of the VNRC possibly by involving schools. Apart from generating local activity and income for the Village Councils plants can be used as symbolic rewards to people contributing to management of the VLFR.
- In a similar manner it is recommended that FORVAC develops a standard Charcoal capacity building package to introduce improved/less destructive practices for charcoal production and improved kilns. For the foreseeable future there will still be a large demand for charcoal in Tanzania and FORVAC needs to support the process of developing more sustainable ways of producing charcoal and a more transparent market.
- The knowledge of the FMPs and the harvesting plans and the contact with buyers of the products from the VLFRs is often limited to a small group of people. The broader VNRC do not always have insight in the Annual Allowable Cut and how much is being harvested. There is need for more transparency.

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Proposed timeline for sub-activity 2.1.5, 2.1.6: Capacity building in Forest management plan development & implementation (2.1.5), Training on practical skills required (2.1.6)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Select NGO SPs for village level CapDev. Develop strategy for Village Level CapDev. To be incorporated in the ToRs for SPs	FORVAC Team																					
The Basic curriculum to be used by NGO-SPs for village level CapDev is the CBFM instructions that describe the CBFM steps supplemented by the curriculum developed under 2.1.1-2.1.3. Specifically the following practical skills need focus <ul style="list-style-type: none"> - Basic Silviculture - Timber VC and compliance requirements - Standardized measurements Training should as far as possible be through learning by doing supplemented by exposure trips to best practices	NGO Technical SPs at cluster level supported by MJUMITA for cross-cutting considerations																					
Development of the FORVAC tree planting package for Village level support. Training and material support for: <ul style="list-style-type: none"> - Nursery establishment. - Generate seedlings for a broad range of planting in the landscape (fruit bearing, multipurpose, Agroforestry, fast growing species for timber and charcoal + species for enrichment planting in VLFRs). 	NGO Technical SPs at cluster level supported by MJUMITA																					
Development of the FORVAC Charcoal package for Village level support. Training and material support for: <ul style="list-style-type: none"> - Including Sustainable Charcoal production in FORVAC LUP - Improved kilns in concepts promoted by FORVAC 																						

Sub-act No.: 2.1.7 Support fund raising activities for the development of new value adding activities (grants and loans from existing service providers, such as TaFF, VICOBA/S&L/SACCO) (2.1.7)

Findings of the TNA:

- Communities have limited insight in how to handle fund raising for new value adding activities
- As part of the initial status to be done at village level by the Cluster Coordinators an overview should be made of existing providers of grants and loans (TaFF, VICOBA/S&L/SACCO)
- Fund raising activities will need the Villages to have reached a more mature stage of VC development than presently is the case - Lindi Villages that are already harvesting as a possible exception.
- Applications for funds will depend on concrete business cases being developed and is expected to be happening towards the end of the programme after sufficient business development skills have been built at local level. And it will be needed to be handled on a case by case basis as locations, partners, species, product, timing etc. will differ. I.e. currently no detail can be added on individual VC development activities.

Proposed timeline for sub-activity 2.1.7: Support fund raising activities for the development of new value adding activities (grants and loans from existing service providers, such as TaFF, VICOBA/S&L/SACCO) (2.1.7)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Clarify present status for local providers of loans and grants (TaFF, VICOBA/S&L/SACCO) during the initial status for the FORVAC Villages	CCs																						
Support to develop applications for development of new value adding activities. Capacity will be built through learning by doing based on actual applications. The activity will be ongoing - probably with most support needed towards the end of the FORVAC programme as more Villages have reached the stage of being able to harvest from the VLFR according to harvesting plan	NGO Technical SPs at cluster level supported by MJUMITA																						

Sub-act No.: 2.1.8 Pilot establishment of showrooms and collaboration between traders, saw millers, carpenters and other wood processors/users. (2.1.8)

Findings of the TNA:

- Current level of value addition from VLFRs is low and with little visibility
- FORVAC Programme has low visibility - Development of an attractive informative website is urgently needed.
- Publish Quarterly Newsletters on FORVAC Achievements activities and achievements. Important also for showing what is being achieved and to create common understanding, ownership and link it to national development priorities (English and Kiswahili). The quarterly report should contain a section on M&E - so programme progress is visible.
- Produce attractive species specific 1-2 pagers aimed at consumers / wood processors / industries to introduce the lesser known species as good alternatives to the traditional hardwoods presently in grade 1 and 2 in an attempt to diversify the species preferences of the market. With time this work can also be used for the revision of the Species Grading of the Forest Legislation and the Government procurement rules (Topic for LoA with TAFORI see also 2.3.2 and 2.3.3).
- There are plenty of possibilities for increased physical and digital visibility in collaboration with wood processors. As far as showrooms are concerned it should be considered to establish mobile versions that can easily be moved - as they would otherwise be limited to a specific geographical area
- Participation in trade fairs and expositions e.g. WWF – Landscape Investment Forum, Saba Saba is highly recommended - all information materials must follow the guidelines defined by the FORVAC Communication Strategy.
- Increased visibility of the potential of lesser known species, joined wood from logging operations, furniture design that demand less wood and plantation wood is especially interesting as they can reduce pressure on the diminishing stocks of the most popular species.
- Campaigns through SoMe, internet and Media to promote products made of other wood than the traditional hardwoods should be considered as well and they should be aligned with the FORVAC communication strategy.
- It is important to get the message across that FORVAC is aligned with the National Development Priorities - and not a donor/NGO driven initiative.

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Proposed timeline for sub-activity 2.1.8: Pilot establishment of showrooms and collaboration between traders, saw millers, carpenters and other wood processors/users (2.1.8)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Once VC development activities start FORVAC should establish collaboration with traders and other stakeholders e.g. WWF – Landscape Investment Forum, Saba Saba and aim to participate in these events starting 2020 to show case achievements																						
Development of Web based platform (website to showcase achievements of FORVAC and the results of collaboration with wood processors and merchants																						

Sub-act No.: 2.1.9 Exchange visit to area of successful interventions in CBFM and value chains (2.1.9)

- A good way of showcasing what can be done is to arrange exposure trips for villagers and District Officials. By visiting other villages the experiences are readily transferable
- Depending on the stage of establishing VLFRs and associated value chains the destination and subject for the visit will differ
- Exposure trips for the villages of Lindi Cluster that are already harvesting from the VLFRs may be arranged already during the first working year. During later years of FORVAC it will be relevant to arrange similar trips for villages from that have developed harvesting plans under FORVAC support and are looking to expand the value chains. Apart from being inspirational it can help establish networks between FORVAC villages and between Villages and potential VC partners
- Exposure trips is also mentioned as a task under sub-activities 1.2.6, 1.2.12 and 2.1.6 they will need to be coordinated. It is not possible at the present stage to plan for all exposure trips as they will depend on VCs to developed, Species and dimensions + Partners interested in collaborating.
- In general it is recommended to include both Villagers and District level officials in the Exposure trips so a common understanding is developed and it will also strengthen ownership and build relationships.
- The Charcoal VC needs particular focus - partly because it is the largest and most difficult to control but also because there are strongly diverging opinion about whether sustainable models for charcoal production can be developed. Only recently steps are being taken to develop a charcoal policy although it has been the primary source of energy for cooking in urban areas for a long period. FORVAC should support a constructive and informed dialogue on the subject by bringing high level stakeholders and influencers (Govt., SUA NGOs) together in interesting field locations for technical discussions to try to bridge the current gaps in perception and achieve some kind of consensus (i.e. high level exposure trips). It will also be important to work on changing the charcoal market into a more transparent and regulated market where kg is the unit of sale (not volume) - possible exposure trips to markets should be considered.
- Kishaki Honey Producing village could be and interesting target to visit for the honey VC
- MCDI in Kilwa is interesting to visit for enrichment planting, timber and sawn wood
- FWITC in Mafinga is interesting to visit to learn about producing furniture from eucalyptus and joined wood (better utilization) and metal kiln charcoal production from waste wood
- TFCG Kilosa is of interest for discussion on models for sustainable charcoal production.
- Flexibility should be maintained throughout the programme so synergies can be pursued when the opportunities arise, among others through exposure trips
- The Programme Operations should develop methods where exposure trips can be supported in a quick and easy manner - as the need for them may appear as the VCs develop and in a manner that is difficult to plan long time ahead
- Avoid planning exposure trips during the periods where the farmers are most busy.
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Proposed timeline for sub-activity 2.1.9: Exchange visit to area of successful interventions in CBFM and value chains 2.1.9)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Exposure trips to be undertaken when relevant to inspire communities at early stage of VC development or to get ideas to refine existing VCs. Expected to be going on throughout Project on a case by case basis	FORVAC Team CCs NGO-Technical SPs																					
High level exposure trip on sustainable Charcoal Production / consensus building	FORVAC Team TFCG																					

Activity 2.2. Improved capacities to support and monitor CBFM/forest and related value chains and incorporating HRBA aspects

Sub-act No.: 2.2.1 Conduct a comprehensive capacity and Training Needs Assessment for all relevant stakeholders (e.g. Institutions, NGOs, service providers, Districts) (2.2.1),

Findings of the TNA:

- This sub-activity is the current TNA Report. Compiled during the period 16.04-14.07.2019

Sub-act No.: 2.2.2 Capacity building in PFM, LUP, laws and regulations related to value chain (2.2.2)

Findings of the TNA:

- Divergent understanding of Legal framework and ownership rights at National, District and Village Levels.
- Limited capacity at District and Village levels for LUP.
- At village and district level there is limited insight in legal framework and ownership rights for different types of village lands.
- The initial focus at national level should be to overcome the overarching gaps described in Section 3.1. Without overcoming them the Programme will be seriously challenged.
- Once the understanding of General Land definitions, legal framework and practices of issuing harvesting licences in village lands is completely harmonized across the Priority Stakeholders, it is important that this common understanding is communicated vertically in the organizations (FBD, TFS PORALG) to District and Village level officials.
- A series of executive trainings should therefore be held so relevant Government Officials are aligned in their understanding and approach to the legal framework related to PFM & Value Chain Development under FORVAC - SUA (CFWT) would be a good venue for this executive training. (Similar was done during the training of Officials when CBFM was up-scaled during NFBKP).
- The upcoming establishment of the Tanzania Forest Authority and the merging of the DFO and DFM at District level would be a good opportunity to conduct a common capacity building across the organizational structure to ensure one common understanding - this could be combined with extension service training.
- It should be considered whether to expand the training beyond the 10 FORVAC Districts so it has a national impact.
- Training of District and Village level actors on VLUP is to be done as described under 1.1.2, 1.1.3 and 1.2.17 - by NLUPC via SPs.

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Proposed timeline for sub-activity 2.2.2: Capacity building in PFM, LUP, laws and regulations related to Value chain (2.2.2)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Agree on concept for achieving common understanding on overarching challenges	Priority Stakeholders at PSC Meeting																					
Conduct high level retreat to achieve common understanding on overarching challenges and increased ownership of the Programme.	UONGOZI Inst, National Law Reform Commission																					
Develop modalities for training of Government officials and stakeholders (In-service versus executive trainings) Executive trainings for National Level Stakeholders	SUA, CFWT National Law Reform Commission																					
Executive trainings for District Level and Village Level Stakeholders (FORVAC Districts and Villages)																						
Executive trainings for District Officials (Districts not under FORVAC) NB OPTIONAL																						
Training of District and Village level actors on VLUP is to be done as described under 1.1.2, 1.1.3 and 1.2.17	NLUPC, through District-wise SPs																					

Sub-act No.: 2.2.3, 2.2.4, 2.2.5 Capacity building to District staff on forest value chain (value-links) development (2.2.3) Support training on Business Development Services to FORVAC districts (2.2.4) Cooperation with Tanzania Forest Industries Federation (SHIVIMITA) (2.2.5)

Findings of the TNA:

- Capacity of Districts as Business Development Service Providers is low.
- District staff have attended very few short courses during last 5 years - mainly on topics related to Beekeeping and Paramilitary Training of TFS staff in preparation for the establishment of the TFA.
- There is a limited understanding at District Level of Business Development as a means of achieving development goals.
- District Officials do not often get opportunity to visit other Districts on knowledge exchange trips with colleagues
- FORVAC could play a key function in connecting Producers (VLFRs), Processors/Small Medium Scale Enterprises (SME) (SHIVIMITA), financing institutions and Officials and promote synergies and promoting a more business oriented mindset
- The business development service training should be held after the initial high level consensus and the SUA based executive courses mentioned under 2.2.2 - proposed timing first half of 2020
- Venue and SPs are to be decided: TNBC, TPSF, TCCIA, IMED, WWF Landscape Investment Forum are potential partners to engage to champion this training.
- For this CapDev the initial Focus Groups are the relevant Officials of Districts under FORVAC but it could be considered to expand beyond the FORVAC Districts - to give the intervention a national reach.
- To add value and help create connections it proposed to involve SHVIMITA and other Private Sector Actors in the planning and execution in an attempt to create a good venue for developing synergies, networks and trust.
- The Capacity development should not only be classroom / workshop training but could be a mix of exposure travel, visits to industries, existing value chains and traders markets to get the full 360 degree perspective and to see best practices where Districts are actively supporting Forest Value Chains.
- The training schedule should allow for review and necessary adjustments between each training trip
- If the trip is limited to the 10 districts under the FORVAC clusters and 10 persons per District are trained - that means 100 people on 3 training trips (cluster wise)
- As part of the training, there should be an element of debriefing to the District technical staff to ensure message reaches all.
- The exposure travel for the District Officials should be considered repeated during each year of FORVAC to allow for continual training, follow-up and inspiration and it will to be incorporated in the annual work plans of Districts and TFS.
- Collaboration with SHIVIMITA should be continued / formalized throughout the programme life to ensure active dialogue. The proposal is to conduct quarterly meeting with SHIVIMITA to follow up on collaborations / value chains that will be established in the FORVAC Districts - towards the end of the Programme with an increased focus on post programme continuity.
- The trips should be planned in coordination with similar trips to be done under sub. act. 2.2.7 and 2.2.11

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Proposed timeline for sub-activities 2.2.4, 2.2.5, 2.2.7, 2.2.11: Capacity building to districts staff on forest value chain (value- links) development (2.2.3) Support training on Business Development Services (BDS) to FORVAC districts (2.2.4) Cooperation with Tanzania Forest Industries Federation (SHIVIMITA) (2.2.5), Study tour for exchange of experience and for lessons learned to Finnish interventions on forestry extension services and jointly /community managed forests (2.2.7) Exchange visit to area of successful interventions in CBFM and value chains (local) (2.2.11)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Develop TORs for the capacity Building on Forest VC development and BDS.	FORVAC Team																						
Conduct series of trainings for District level Officials on Forest VC and BDS. Good examples of CBFM, VCs actors (SME) to be visited (Finnish funded as well as other success stories). Participants should be actively involved and requested to present what they are doing to promote VCs and BDS in their districts. If first trips is a success consider repeating as Programme progresses to capture the progress induced by FORVAC.	TNBC, TPSF, TCCIA, IMED, WWF Landscape Investment Forum, SHIVIMITA																						
Quarterly meetings with SHIVIMITA.	SHIVIMITA																						

Sub-act No.: 2.2.6 Study visits on selected interventions to sub-Saharan Africa Countries for experiences exchange and lessons learned (2.2.6)**Findings of the TNA:**

- This sub-activity belongs at a later stage of the programme and the TNA did not focus on this. The TNA team does not consider the activity strictly necessary for the successful implementation of the program - as the challenges and opportunities to CBFM and Forest VC development in Tanzania are closely linked to the national legal framework and national institutional setup.
- If deciding to carry out the study tour proposal for timing, destination, topic and participants should be developed by the FORVAC Team for endorsement by SC and Supervisory Board.
- One proposal could be that participants should be from the TA team + the 3 priority stakeholders TFS, FBD and PORALG (1 possibly more from each).
- It should be considered to visit a location where successful engagement of Private Sector for VC Development in forestry has led to achievement of development goals and good examples of PPP and how to institutionalize beyond the Program support.
- Selection of staff for the travel should be based on maximizing the impact to promoting local level VC Development.
- The implementation of activity is not urgently needed so planning can wait until the end of 2019.

Proposed timeline for sub-activity 2.2.6: Study visits on selected interventions to sub-Saharan Africa Countries for experience exchange and lessons learned (2.2.6)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Plan trips - agree on participants, topics and destination	FORVAC Team																						
Conduct international visit for experience exchange	Timing and destination to be decided																						

Sub-act No.: 2.2.9 Enterprise / Innovation centres: Pilot the establishment of a regional/district platform for collaboration and interaction, to address local specific production and market interventions. (2.2.9)

Findings of the TNA:

- Considering the challenges related to maintaining physical premises beyond programme support any enterprise / Innovation Centers established under FORVAC should make use of existing organizations, staffing and structures so continuity is assured beyond the programme.
- At District Level the TNA Team noted a keen interest in developing the industrial base without degrading the environment.
- The need for a “one stop shop” when it comes to obtaining permits and the need to reduce the bureaucracy and time consumption associated with controls at checkpoints was mentioned by several of the buyers / processors during the TNA.
- Generally the impression of the TNA Team is that there is an urgent need to make it simpler and cheaper for the legal operators in the market and more difficult / more expensive for the illegal operators.
- The concept of Enterprise/Innovation centers is an innovative concept that should be developed in close collaboration with District Authorities - especially DFO and DFM.
- Keeping the Enterprise/Innovation Centers at District rather than Regional Level is advisable in order to keep the distances short and strengthen local ownership of the Value Chain Development but also because the DFO and DFM are located at District level and with them the issuing of harvesting and transfer permits.
- Developing the “one stop shop” as a step on the way to a more conducive business environment for Forest Products could be one of the key functions of the Enterprise/innovation centers.
- With time the innovation centers could also be an important partner in developing the tracking system to ensure better sourcing of timber and charcoal.
- The Enterprise/Innovation Centre at the District level will be a Neutral Forum where the business partners could meet - producers and processors/SME under the leadership of the District Officials - this would promote District ownership and ensure the activities are aligned with the development priorities. For the producers and processors/SME it would make life easier if a forum in each District could be established to help connect potential business partners and it would increase transparency and make it easier for villages to access legal support for contract issues.
- For bamboo VC it would be appropriate to link to the upcoming Bamboo project at SUA to see whether there could be synergies with their plans to establish a Bamboo Knowledge Centre and build out incubator activities in Ruvuma.

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Proposed timeline for sub-activity 2.2.9: Enterprise / Innovation centres: Pilot the establishment of a regional/district platform for collaboration and interaction, to address local specific production and market interventions. (2.2.9)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Develop concept for the Enterprise / Innovation Centers	FORVAC Team District Officials, SHIVIMITA																					
Pilot establishment of Enterprise / Innovation centers (1 in each FORVAC cluster)	District Councils																					
Lessons learnt Workshop - adjustments needed to the model																						
Upscaling Enterprise / Innovation centers (1 in each FORVAC District) and operating for 2 years.																						

Activity 2.3. Forest products value chain/market systems and business development skills incorporated in relevant training institutes

Sub-act No.: 2.3.1: Support Tutors and Lecturers of training institutes (SUA and FTI/FITI/TBI) to participate on forest value chain/market systems and business development related trainings/short courses (2.3.1)

Findings of the TNA:

- The students graduating from the training institutes have insufficient knowledge and skills concerning forest value chains, market systems and business development - and as a consequence they do not meet the requirements of the modern job market.
- This is partly due to outdated and substandard curricula but also due to lecturers and tutors at the training institutions not being able to provide training at the necessary level
- The training institutions are in the process of reviewing the curricula - SUA also has added on activity based learning element to their training so the students get a better practical understanding of forestry.
- However upgrading of curricula will only have an impact if at the same time the skills of the Tutors and lecturers are upgraded as well.
- The strategy for building the capacity of tutors and lecturers could be as follows.
 - o FORVAC takes on a proactive catalytic role by creating a forum where Finnish technical forestry colleges could be linked to SUA, FITI, FTI, FWITC and VETA to develop a strategy for filling the gaps. The approach needs to be coordinated so gaps and overlaps are minimized - so rather than support to individual institutions on ad hoc basis it is proposed that a national approach is adapted following the appropriate lines of communication.
 - o Initially it should be considered to develop an MoU between the involved Ministries and Institutions that describes their intention to collaborate on strengthening the capacity of existing forestry institutions in Tanzania by developing curricula and training the teaching staff of the institutions. It will be a process that will affect trainings in Institutions under several ministries and it will take time / years to get to the stage where the in-service training of the tutors and lecturers appears in the work plan and training programme of the institutions.
 - o After overall agreement to work on building capacity of the tutors and lecturers, the more operational LoAs should be developed to define the training programme for the teaching staff of forest related training institutions.
 - o It could be an idea to partner with SUA for the overall planning of training of the teaching staff and the curriculum development
 - o The work should be done in Tanzania to increase the reach and make it more applicable to the daily work of the trainees.
 - o The training programme should focus on developing capacity in the form of knowledge, skills and attitude of the tutors and lecturers so future graduates are better equipped to meet the demands of the job market. I.e. more hands-on, updated understanding of value addition and business development, CBFM - but also topics such as basic silviculture in natural forests could be included in some of the courses.
 - o It could involve a series of visits guest lecturers from Finnish training institutions to conduct training in the form of short courses jointly organized by national level SPs e.g. SUA, NGOs,

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Proposed timeline for sub-activity 2.3.1: Support Tutors and Lecturers of training institutes (SUA and FTI/FITI/TBI) to participate on forest value chain/market systems and business development related trainings/short courses		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Develop MoU with Ministries and Training Institutions on the intent to collaborate for improving the quality of the forestry education through curriculum development and strengthening the capacity of the training staff.	FORVAC Team Tanzanian Forestry Training Institutions Finnish Forestry Training Institutions																						
Establishing a forum of Finnish and Tanzanian training institutions for guidance on the work of developing the capacity of the staff and quality of curricula at the forestry training institutions	SHIVIMITA																						
Develop ToRs for the staff trainings at the individual training institutions																							
Incorporating staff in-service trainings in yearly work plans of the training institutions	Tanzanian Forestry Training Institutions																						
Conduct trainings	Tanzanian Forestry Training Institutions Finnish Forestry Training Institutions																						
Evaluate quality and impact of the trainings and suggest necessary adjustments	FORVAC Team Tanzanian Forestry Training Institutions Finnish Forestry Training Institutions SHIVIMITA																						

Sub-act No.: 2.3.2: Support training institutions to develop/mainstream forest products value chain/market system and business development in undergraduate curricula (2.3.2)

Findings of the TNA:

The students graduating from the training institutes have insufficient knowledge and skills concerning forest value chains, market systems and business

- The Forestry and Beekeeping curricula from FTI, FITI, SUA (BSc), TBTI have been provided to the TNA Team by the individual institutions. A common observation is that they don't contain much substance related to value addition, economics, entrepreneurship and business development skills. The curricula in their present format will be included as electronic annexes to the final TNA report.
- The present curricula and their revision/upgrading should be seen in connection with the work described under 2.3.1. Developing the skills of the trainings staff and the upgrade of curricula should go hand in hand and they should be done in a coordinated manner so gaps and overlaps are avoided and so the trained foresters meet the requirements of the future job market.
- SUA (CFWT) is in the process of finalizing the new BSc Curriculum on Forest Economics and Business Development and has asked if FORVAC could support the process of finalizing through final stakeholder consultations and validation, submission of curriculum to Tanzanian Commission of Universities and preparing the final training materials (July-Oct 2019). Intention is to start the new BSc course in October with 100 students. TNA team recommends that this is supported as a quick start initiative
- FITI has been revising its curricula during the first half of 2019 and is now in the final stages. It is the impression of the TA Team, that timing does not allow for FORVAC to engage in the current revision as it basically has been completed.

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Proposed timeline for sub-activity 2.3.2: Support training institutions to develop/mainstream forest products value chain/market system and business development in undergraduate curricula		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Develop LoA with SUA for supporting the finalization of the BSc Curricula Forest Economics and Business Development	SUA CFWT																					
Implement above mentioned LoA																						
Integrated with Sub. act 2.3.1. Develop MoU with Ministries and Training Institutions on the intent to collaborate for improving the quality of the Forestry education through curriculum development and strengthening the capacity of the training staff.	FORVAC Team Tanzanian Forestry Training Institutions Finnish Forestry Training Institutions SHIVIMITA																					
Integrated with Sub. act 2.3.1. Establishing a forum of Finnish and Tanzanian training institutions for guidance on the work of developing the capacity of the staff and quality of curricula at the forestry training institutions and the development of collaborations and synergies	Integrated with Sub. act 2.3.1.																					
Develop Plans for FORVAC participation in Curriculum Development 2020-2022																						
Curriculum Development	To be decided - depending on level of ambition																					

Sub-act No.: 2.3.3 and 2.3.4 Support studies and thesis/dissertations related to forest products value chain/market system and business development relevant for CBFM, (2.3.3) Support scientific workshops for sharing research results relevant to CBFM and value chains development (2.3.4)

Findings of the TNA:

- One concrete proposal could be to pursue ways in which FORVAC can support the Bamboo Development project at SUA.
- FORVAC does not work with capacity building of individuals - only institutions. Heavy investments in individuals is risky due to a risk of persons pursuing other opportunities once capacity has been built and it is risky in case of failing health/ accidents. It is therefore the opinion of the TA Team that is not recommendable e.g. to finance individuals to take PhDs abroad. As far as possible the focus should be put on building capacity and resilience of institutions.
- One possibility, in collaboration with SUA CFWT, could be to establish a small fund that could be accessed by MSc / PhD students wanting to write SUA Based dissertations related to Forestry Value Chains and Business Development as part of their specialization. Decision of how to allocate the funds could be handled by FORVAC PSC. This is a topic to follow up with SUA CFWT.
- Many of the stakeholders that were interviewed expressed concern that the leading national specialists on Forest Botany, Pathology, Medicinal plants have retired and that there were no new specialists that could take over. The fields and job opportunities are too narrow to develop separate degrees to fill the gaps.
- A proposal for the road ahead is to convene a scientific workshop where the universities that have connection to Botany, pathology, entomology, medicinal plants, etc. could be invited to map what they see as threats to the overall national knowledge base related to forestry with special focus on Forest Products value addition and use of lesser known species (e.g. UDSM, TAFORI, COSTECH, SUA ...) and provide advice on how to deal with the gaps. It should be considered whether to focus narrowly on knowledge or expand the scope to include skills and attitude (in which case the group of participants may need to be widened) The extent to which FORVAC can help fill the gaps is too early say. The first step will be to get the big national level overview of what the expected knowledge gaps are and proposals of how to deal with them in order to develop and secure the long term capacity and it would seem a relevant cause to support for FORVAC.
- Tradition for Silviculture in natural forests should be strengthened. Current CBFM manuals focus on inclusivity and what it takes to meet the formal requirements for CBFM - experience on silvicultural treatment in natural forests is limited. Testing the effects of silvicultural treatment in natural forests takes a long time and has a time span which goes far beyond the FORVAC programme. In order to ensure continuity FORVAC should look for possibilities to connect with existing research, especially at SUA and TAFORI. It is recommended to meet with SUA and TAFORI at first convenience to determine possible topics of collaboration / LoAs in support of existing and upcoming research. In the below some possible areas for collaboration are suggested:
 - o The establishment of a number of demonstration plots to show effects of basic silviculture, enrichment planting /improved seeds, protection of forests stands would be a great contribution to the future knowledge of indigenous species (including the lesser known species) and their potential. Maybe it is something that can be discussed with SUA as part of the Ruvuma Vision.

- Supporting research and publication of strengths and durability of lesser known species through TAFORI is an important contribution to increased knowledge of species and their properties. Substantial research has been done at TAFORI but there is a need to support the finalizing publishing, packaging and dissemination of the findings. Published could be as scientific papers and as attractive species specific 1-2 pagers aimed at consumers / wood processors / SMEs to present alternatives to the traditional hardwoods in grade 1 and 2 in order to diversify the species preferences of the market. With time this work can also be used for as input in a review/revision of the Species Grading of the Forest Legislation and the Government procurement rules.
- Development of standards for hardwood Timber and related value added products for use in, awareness training, quality assessment and management training should be considered.
- Possible areas of collaboration / support to the planned Bamboo Project at SUA which has not yet become active due to lack of funding. The TNA team recommends to meet with the SUA bamboo specialist to discuss synergies.

Proposed timeline for sub-activities 2.3.3, 2.3.4: Support studies and thesis/dissertations related to forest products value chain/market system and business development relevant for CBFM (2.3.3), Support scientific workshops for sharing research results relevant to CBFM and value chains development /market system and business development relevant for CBFM (2.3.4)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Decide whether to pursue collaboration with the SUA Bamboo project	FORVAC Team SUA CFWG																						
Discuss internally and with SUA on possibility of establishing a fund for FORVAC support to MSc, PhD dissertations that focus on Forestry Value Chains Development	FORVAC Team SUA CFWG																						
Meeting with SUA and TAFORI on possible areas for collaboration on ongoing research of relevance for FORVAC	FORVAC Team SUA CFWG, TAFORI																						
National Level Scientific Workshop: - Mapping present and future gaps in national capacity related to Forestry Value Chains - Recommendations for how to deal with the gaps / inputs to long term capacity development plan (specialists)	FORVAC Team																						

3.2.3 Output 3: Functional extension, communication, monitoring systems and MIS in place.

There are 2 activities under this output namely

- 3.1 Enhanced extension and communication services;
- 3.2 Monitoring and Management Information System (MIS) established

In the below the findings of the TNA related to these activities are described. After each status/findings of the TNA, a table with proposed actions / training needs follows:

Activity 3.1. Enhanced extension and communication services

Sub-act No.: 3.1.1 Supporting Districts & FBD on Forest and beekeeping related events (Saba Saba, Beekeeping & Tree planting day, Nane Nane)

Findings of the TNA:

- FORVAC is not very visible yet. A concerted effort is needed to increase awareness of the Programme and the multiple benefits of building capacity to develop Forestry Value Chains. In addition to the above mentioned it should be considered also to participate in WWF – Landscape Investment Forum
- Participation in large events with Priority Stakeholders (TFS, FBD, PO-RALG and Districts) is a good opportunity to increase awareness of the Programme and to work together on promoting it. Before doing so a package showcasing Programme activities and achievements should be produced - all information materials must follow the guidelines defined by the FORVAC Communication Strategy and be kept updated.
- Degree of involvement in National Tree Planting Day should be balanced with the programme results framework and be in support of the programme outcome “Improved forest sector/market value chains contributing to sustainable forestry and forest based livelihoods” - for this reason the TNA team advises that tree planting activities under the programme should focus on the Villages and VLFRs.
- The opportunity to participate in Saba Saba 2019 may have been missed - but it could be considered to join Nane Nane 2019 if Govt. Partners, TAFORI or SUA are planning a stand. From late 2019 onwards the Programme should aim to be present at all major events in the MNRT stand and at all times be updated to showcase the latest achievements.
- The Programme Document also aims to increase visibility through collaboration with Business partners / showrooms (Sub act. 2.1.8). As far as possible materials should be designed so they are reusable and easy to transport and can be used for events with Govt. Partners as well as Private Partners. All communication materials must follow the guidelines of the communication strategy.

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- In addition to physical events an also in compliance with the communication strategy campaigns through social media, internet and Media to increase awareness of FORVAC and promote products made of other wood than traditional hardwoods, joined wood, eucalyptus and lesser known species should be considered as well
- In all communications, it is important to get the message across that FORVAC is conducted in support of the National Development Priorities - and that is not a donor/NGO driven initiative - as this seems to be a common misperception.

Proposed timeline for sub-activity 3.1.1: Supporting Districts & FBD on Forest and beekeeping related events (Saba Saba, Beekeeping & Tree planting day, Nane Nane)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Decide whether possible to participate in Saba Saba 2019(MNRT Stand) and Nane Nane 2019 (Govt. Partners or SUA stand)	FORVAC Team																						
If participating in the above - prepare the necessary information packages and participate	FORVAC Team																						
Regular participation in major events and trade fairs every year	FORVAC Team																						
Development and updating of info packages (printed and electronic) showcasing the achievements of FORVAC and specific campaigning - e.g. for lesser known species	FORVAC Team																						

Sub-act No.: 3.1.2 Assists active journalists committed to forest issues to be further involved in forestry related activities to report and learn new concepts emerging in the forest sector – workshops and other forums, dialogues

Findings of the TNA:

- FORVAC is not very visible in media. While inclusive value chain development in agriculture has received much recognition through large scale initiatives like SACCOT with outgrower schemes etc., it is much less the case for Forestry especially for Natural Forest.
- Often protection and law enforcement are seen as keys to securing the remaining forests for the future and not the balanced approach to SFM where forestry needs to be environmentally, socially and economically sustainable.
- Development of community based forestry value chains is necessary for long term sustainability and this is one of the messages that should be promoted through the media. Others are that FORVAC works in support of the national development agenda and that forest resources are protected is by working with communities.
- The task of outreach to the press, radio, SoMe to develop awareness of the potential value addition in natural forests under CBFM should be conducted in accordance with Annex 1 the Communication Strategy and where feasible it should be considered to outsource to a crosscutting SP that among others will handle CBFM advocacy. MJUMITA is proposed as the logical partner for these outreach tasks because the network already has a good geographical coverage and previous experience with awareness raising and proven ability to deliver. It should be considered whether the FORVAC programme should also partner with TNRF for improved campaigning.
- Depending on the level of ambition FORVAC could also consider recruiting a communication officer to coordinate the outreach, website devel.. SoMe and events

Proposed timeline for sub-activity 3.1.2: Assists active journalists committed to forest issues to be further involved in forestry related activities to report and learn new concepts emerging in the forest sector – workshops and other forums, dialogues		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Develop Concept for active involvement of Journalists to write about FORVAC, local level value addition, HRBA and emerging issues in Forestry. Decide whether this outreach function is a task for outsourcing, whether a communication officer should be recruited or possibly both	FORVAC Team FBD, TFS, PO-RALG																						
Conduct outreach as decided and in accordance with communication plan	FORVAC Team																						

Sub-act No.: 3.1.3 Facilitate the development of the FORVAC Communication Strategy

Findings of the TNA:

- A comprehensive FORVAC communication Strategy had been developed at time of the TNA - but the TNA team observed that it was not yet actively used.
- Going forward the task will be for the project partners to use it actively in the communication of FORVAC messages as well as in the internal communications
- The work on strengthening internal communication in accordance with the FORVAC Communications Strategy can start by awareness raising and building of good practices in the programme team in connection with the work planning sessions in June 2019.
- At the time of the TNA (April - May 2019) there was limited proactive office support for the work and lacking information about status of meetings, etc. An observation from the TNA-Team is that the internal communications and work processes are in urgent need of strengthening. This is something that can be done quickly and at no additional cost, but it requires a proactive daily management in order to induce a change of routines away from the “Business as usual”, an awareness of the common rules for internal communications and a willingness to change.
- A suggestion is to go through the Communication Strategy with the Programme Team so it is clear to all Programme Team Members and Govt. partners what is expected of them.
- The Development of a FORVAC website is urgently needed to increase the programme visibility and improve access to programme documents.

Proposed timeline for sub-activity 3.1.3: Facilitate the development of the FORVAC Communication Strategy		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Work in strengthening the internal communication in accordance with the FORVAC Communication Plan - awareness raising	FORVAC Team, FBD, TFS, PORALG																						
Develop FORVAC Website - after development it must be maintained.	FORVAC Team																						
Follow the guideline of the Communications Strategy in all internal communications outreach work	FORVAC Team																						
Yearly review / update of the Communication plan - in case something needs adjustment based on practical experiences																							

Sub-act No.: 3.1.4 Develop Extension strategy taking principles of HRBA and value chain aspect into account

Findings of the TNA:

- The FORVAC communication strategy defines the ambitions of the PROGRAM in developing HRBA throughout its implementation including communication and extension activities.
- With the expected establishment of TFA the DFO (currently responsible for forestry extension to village level) will be located under TFA.
- TFS staff have recently undergone paramilitary trainings in preparation for what is foreseen to be an increased role in law enforcement and protection of forests.
- To strengthen the HRBA and the value chain approach it is foreseen that significant trainings of TFA staff are needed to ensure that the extension services delivered to VLFRs will be of sufficient frequency and quality and that it builds on a harmonized understanding of the legal framework (reference to Section 3.1 on overarching gaps).
- To build capacity of **present day foresters** and decision makers, FORVAC will work through in-service training / executive training. In-service training is preferred from an institutionalization point of view. To build the capacity of **future foresters** FORVAC supports the curriculum dev (and the associated training of teaching staff) at the training institutions. But types of trainings are needed and all trainings should work on developing skills, knowledge and attitudes. From the consultations with Govt. partners the following topics were mentioned as relevant for in-service training:
 - **GEPG - Govt. Electronic Payment Gateway** - training is needed as many are not familiar with GEPG.
 - **Standardized measurements** - use of ocular estimates is a huge problem and cause of uncertainty in the field
 - **Species recognition in sawn wood.** Training is needed so officers can recognize what species a piece of sawn wood is (possible synergy with TRAFFIC - who developed a catalogue on this).
 - **Business skills**
 - **Understanding of the legal framework**
- The task of developing curriculum for in-service training of MNRT and PO-RALG officials at District and National level in HRBA and Forest value Chains should be initiated shortly after the initial high level retreat has been conducted and should as far as possible be conducted as an integrated part of planned TFA trainings. One possibility could be to combine with trainings on data entry and data management for the new Forest and Beekeeping Database which FORVAC will also support under 3.2
- The In-service curriculum will reflect the consensus of the retreat and ensure that all MNRT and PO-RALG officers at the FORVAC Districts receive the same training so they can carry the same message to the villages.
- Developing the curriculum for the TNA extension trainings should start during 3rd Quarter of 2019

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Proposed timeline for sub-activity 3.1.4: Develop Extension strategy that taking principles of HRBA and value chain aspect		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Develop curriculum for in-service training of the TNA officials at District and National level in HRBA and Forest value Chains	FORVAC Team, FBD, TFS, PORALG																					
Develop ToRs with service provider for consulting these trainings as integrated part of TNA trainings	MJUMITA TNRF																					
Conduct in-service trainings of TNA officials at District and National level in HRBA and Forest value Chains	MJUMITA TNRF																					
Review / update curriculum based on practical experiences.	FORVAC Team, FBD, TFS, PORALG																					

Sub-act No.: 3.1.5 Support to the development of a National CBFM Apex Body

Findings of the TNA:

- It is advisable to develop a national apex body for CBFM - similar to what TTGA is for Tree Growers / planted forests. This is so for a number of reasons
 - o A CBFM apex body would strengthen the position of Villages engaged in CBFM and strengthen the development of inclusive value chains from VLFRs, at it would help mainstream HRBA. It would help in the advocacy of CBFM and be a possible source of legal advice to villages.
 - o The support from traditional development partners in environmental programmes in Tanzania is on the decline and preparations need to be done for carrying CBFM forward in a time without external project support.
 - o In the Tanzania of tomorrow, business partnerships will be important actors in developing the potential of rural value chains including forests. An apex body for CBFM is necessary both as an entry point to business partners but also to strengthen the CBFM villages so they become equal partners with fair shares of business ventures
- The concept for this apex body need to be developed with the active inputs form all relevant partners (producers, processors, buyer and authorities).
- The Apex body can be established with FORVAC support with the aim to be self-sustained at the end of the programme (i.e. by mid-2022)

Proposed timeline for sub-activity 3.1.5: Support to the development of a National CBFM Apex Body		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Develop concept and ToRs for the CBFM Apex body. Possibly in the form of a brain storming workshop followed by a write up phase and a validation Workshop	FORVAC Team, FBD, TFS, PORALG, Private Sector, NGOs, Academia, ...																						
Operate the Apex body with FORVAC support during the programme life span - after which the Apex Body must be self-sustained	MJUMITA TNRF																						

Sub-act No.: 3.1.6 Support to FBD to develop Extension materials and documentary packages

Findings of the TNA:

- It is advisable to expand the target group of this sub-activity to include also PO-RALG and TFS/TFA. This is so because the CBFM extension is currently handled at district level through DFO (under the District and thereby PO-RALG). After the TFA is established the extension will be handled through TFA
- In all cases the info packages should be designed to match the needs of the relevant authorities and will be developed as requests for support are put forward.
- In accordance with the FORVAC Communication Strategy any communication material supported by the programme should be in support of HRBA and CBFM value chain development
- Detailed planning of the work will not be possible at this stage but it is expected to be a continual tasks based on case by case requests for support. In order to make it possible to plan work and resource allocation the requests should be forwarded so they can be used for the prioritization, work planning and budgeting for the upcoming fiscal year - i.e. by April each year.

Proposed timeline for sub-activity 3.1.6: Support to FBD to develop Extension materials and documentary packages		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Support to developing information packages and extension materials	FORVAC Team, FBD, TFS, PORALG																						
Submission of requests for support to developing extension materials so they can be considered in connection with the work planning and resource allocation for the coming fiscal year of FRVAC programme	FBD, TFS, PO-RALG																						

Activity 3.2. Monitoring and Management Information System (MIS) established

Sub-act No.: 3.2.1 Support district & national authorities in monitoring of FORVAC interventions

Findings of the TNA:

- The understanding of the TNA-Team is that this sub-activity relates to information about the FORVAC Programme and the extent to which it is achieving its KPIs and objectives. A tool for getting quick access to updated information on the status of FORVAC vis a vis the approved work plan and the activities defined by the Programme Document.
- During the TNA the Director of FBD mentioned that an information system for monitoring progress of programmes and projects urgently needs to be developed. The advice is therefore to support FBD as need in the development of this overarching monitoring tool - the FORVAC monitoring system should be part of this platform. The information needs of FBD at National Level and of District Level Authorities (what is needed, by whom and when) are key elements when designing the MIS and the work-plan for the development.
- It would be good if a standard interphase could be developed that could be applied for all Projects and Programmes that FBD needs to monitor and then enter FORVAC info as a component under that common system.
- To make it readily available it should be web-based (differential access: Manager - data entry - date validation - read only). It should be open-source to avoid dependence on expensive brand software. It should have a built-in logic that checks for entries that are out of the normal ranges.
- The FORVAC has allocated 2 months Short term consultancy time for developing the MIS - it is recommended that the starting time of this work is closely coordinated with FBD so the support can be delivered at the time where it is most needed by FBD to help develop the overall Project and Programme MIS.
- A MIS programme could also be a useful tool for providing a District level overview of the FORVAC activities and creating a sense of ownership. An observation of the TNA is however that not all district offices have good facilities for IT related work and capacities vary between the Districts - so access to data at District Level should be read only. Cluster Coordinators could be considered to be the data entry persons for Village and at District Level as this would provide some kind of homogenous approach.
- It seemed that FBD did not have an SP in place for the national level MIS - if FORVAC support is needed for the National Level MIS it could be a valuable contribution to FBD - but would probably go beyond the 2 months that are allocated for TA MIS.
- As the TNA Team are not programmers it has not been possible to develop a detailed timeline for the MIS development - but it is recommended at an early stage that the FORVAC Team sits with FBD to clarify expectations to the FORVAC support to MIS development and develop the work plan from there.

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Proposed timeline for sub-activity 3.2.1: Support District & National authorities in monitoring of FORVAC interventions		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Clarify level of FORVAC support to development of the MIS for monitoring Programme / Project Interventions at National / District Level (should FORVAC support development of the entire system ? or only the Programme Specific part)	FORVAC Team, FBD, PO-RALG		■	■																			
Develop Technical specification to the FORVAC Support to the development of the MIS system, work plan, ToRs and budget	FORVAC Team, MIS consultant FBD, PO-RALG				■	■																	
Develop the system and adjust as needed to clear bugs.							■	■	■	■	■	■	■	■									
Yearly evaluations and adjustments															■					■			
Fill in FORVAC Data and keep it updated	FORVAC TA -Team								■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Sub-act No.: 3.2.2, 3.2.3 Develop and introduce the Management Information System (3.2.2), Develop a self-sustaining (by end of programme), Market Information System and monitoring systems to fit in with the on-going Management Information System activities (3.2.3)

Findings of the TNA:

- The understanding of the TNA team is that this is the National Forest and Beekeeping Information System that the FBD Director mentioned during the TNA consultation (early May 2019) which has been under development since 2018.
- It is the understanding of the TNA team that the contents of the Database was the subject of a 1 week stakeholder workshop held in Morogoro in May 2019 where also FORVAC Team member participated
- The role of FORVAC will therefore not be to take the lead in developing this Database - but to contribute as requested by FBD. Any support regarding Management IS and Market IS should be at the request of FBD and fit in as a component in the overall DB. This will need initial consultations with FBD to clarify level of FORVAC involvement followed by technical work sessions to define the needed support more clearly - including time and budget.
- The initial consultations to clarify FORVAC support to the National Forest and Beekeeping Information System can be combined with the consultations on the Programme / Project monitoring tool (sub. act. 3.2.1) and should be done during 3rd quarter 2019
- A word of caution from the TNA team, is that the task of developing a meaningful, easy to use and continually updated national information system on forests and beekeeping resources is a very huge tasks and one where the output is no stronger then the input.

Proposed timeline for sub-activity 3.2.2, 3.2.3: Develop and introduce the Management Information System (3.2.2), Develop a self-sustaining (by end of programme), Market Information System and monitoring systems to fit in with the on-going Management Information System activities (3.2.3)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Clarify level of FORVAC support to development of the National Forest and Beekeeping Info System.	FORVAC Team, FBD																					
Develop Technical specification to the FORVAC Support to the development of the Management and Market IS system, work plan, ToRs and budget	FORVAC Team, MIS consultant FBD,																					
Support the IS development as requested,																						

Sub-act No.: 3.2.4 Update CBFM Facts and Figures

Findings of the TNA:

- The general impression after the TNA is that the current interest from the side of authorities is less on CBFM and more on tree-planting and revenue collection.
- The argument heard from some authorities and some academics is that deforestation in VLFRs is rampant and that CBFM has proven not to work due to elite capture. There are however no figures to back up the arguments.
- From the side of Villages and NGOs and to a certain extent Districts the opinion of CBFM as a tool to protect forests through community involvement is more positive.
- The TNA team recommends that an RS analysis of the rate of forest cover loss in VLFRs compared to surrounding forested lands is commissioned as a way of providing some factual information and contribute to settling the discussion so the partners can move forward in alignment.
- In addition to that, the CBFM fact and figures need an update. Instead of just updating the existing tables and figures of the publication, it should be considered what else should be included to make it more relevant for the present day audience and decision makers.
- Inclusion of the above mentioned RS analysis as well as a survey of how benefits have been shared in CBFM villages would be very relevant inputs into present day discussions of forest management and governance in Tanzania as it would provide facts and transparency.
- In order to generate an update / RS analysis with results that are accepted by all, there are some important decisions to make about who should do the work. One option could be to convene a national task force made up of technically competent neutral people with the needed insight to conduct the tasks (similar to the taskforce on sustainable charcoal).

Proposed timeline for sub-activity 3.2.4: Update facts and figures of PFM across Tanzania		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Clarify contents of the CBFM Facts & figures and the RS Analysis. Clarify whether to work through a national task force, an SP or a mix of the two	FORVAC Team, FBD, TFS, PORALG, NGOs, etc..		■	■	■																		
Develop TORs for the team doing the RS analysis and the CBFM update	To be decided				■	■																	
Conduct the work,							■	■	■	■													
Validation Workshop and publication											■												
Update of the text part at the end of FORVAC to capture the FORVAC achievements																							■

3.2.4 Output 4: Legal and policy frameworks in forestry supported.

There are 2 activities under this output namely

- 4.1 Improved policy and regulatory framework for forest value chain development
- 4.2 Forest law enforcement, forest governance and trade of legally sourced timber

In the below the findings of the TNA related to these activities are described. After each status/findings of the TNA, a table with proposed actions / training needs follows:

Activity 4.1. Improved policy and regulatory framework for forest value chain development

Sub-act No.: 4.1.1 Support training to increase understanding of policies and laws relevant for CBFM development

Findings of the TNA:

- There is only a very limited number of VLFRs that have reached the stage of gazettelement - according to NPC only one small VLFR and one CFR have been allocated a GN. Gazettelement gives an additional protection of the VLFRs and is cost free so the general advice from the TNA-Team is for FORVAC to support VLFRs all the way to final gazettelement allocation of GN. It is necessary to **conduct an initial small survey on existing VLFRs to uncover why they have not pursued Gazettelement**. It would seem that there a bottleneck somewhere or possibly lack of information awareness / interest / proactivity from the side of the VLFRs or DFOs. FORVAC Cluster Coordinators should take the lead on this as part of the status for the FORVAC VLFRs to uncover why the Gazettelement requests for VLFRs are not submitted and to map any additional capacity building needs related to gazettelement of VLFRs and to guide the later trainings to Village and District level.
- It is expected that the number of VLFRs that will apply for gazettelement will increase over the coming years - not only through FORVAC but also through NGO actors. FORVAC should therefore **support training of MNRT Legal Unit in gazetting of VLFRs up to approval**. Suggestion is to use the next VLFR that applies for gazettelement as an example where the entire 5-6 person MNRT Legal Unit is trained hands on so all the legal processes are clear and so the Legal Unit gets a better understanding of forest management in VLFRs. The **MNRT legal unit should in turn build awareness of FBD Policy & legal unit, PO-RALG, TFS, LUPC, Ministry of Land in gazettelement process of VLFRs and what implications it has**.
- During the TNA consultations it seemed that MNRT Legal Unit were completely aware of the gazettelement process from the time request for gazettelement reaches the legal unit till the entire process has been done. Legal Unit just have to check the submission and issue GN number by the following steps which are doable in 4-6 months:

1. Check boundaries on map - they don't go to the field.
2. Check minutes of meetings, do they comply with standard and have DFO signed that all villagers have signed.
3. If OK send to Attorney General in order to vet gazettelement. When vetted issue 90 days notice in the District and village notice board. After 90 days District Council responds to Legal Unit that time has now elapsed and there are no claims or if there are claims, what they are.
4. If no claims Legal Unit sends to minister for signing. After that GN number be issued. Gazettelement is free of charge.

Delays can occur when people that have to sign are travelling - but in general the process should take app. 6 months max. The current challenge seems to be that there are no requests for Gazettelement reaching the legal unit of MNRT

- According to the Director FBD the Policy and Legal Unit of FBD lack fundamental understanding for what a forest management plan is and this affects the quality and speed of their work (delays and substandard reviews). The proposal is therefore to arrange **training of the Policy and Legal Unit of FBD in skills needed for review of forest management plans**. The bottlenecks must first be identified so it is clear what training is needed in order to fast-track the review process
- Section 3.2 mentioned the development of a monitoring system for programmes and project under FBD and that FORVAC will actively contribute to its development. Once the system is operational FORVAC should support FBD in the needed **M&E training of Division of Policy and Planning (DPP)** to make full use of the Monitoring System
- SUA has started MSc programme in M&E. SUA does not offer executive training programme on M&E.
- According to Director FBD the tourism investments in National Forest Reserves are currently not moving (Green investments / ecotourism). Due to slow processing of regulation regarding applications from private sector and lack of business development skills at FBD and TFS. FORVAC should to the extent possible support **Training in Business Development Skills at FBD and TFS**.

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Proposed timeline for sub-activity 4.1.1:		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)				
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Uncover why VLFR Gazettement requests are not submitted and map additional capacity building needs related to gazettelement of VLFRs Village and District level.	CCs as part of the initial status of the VLFRs and Districts																						
Build capacity for VLFR gazettelement at village level through NGO Technical SP - through LoA (link to activity 1.1.7)	NGO Tech. SP TFCG/MCDI/WCS																						
Build capacity for VLFR gazettelement at District level - Initial focus should be districts in Lindi Cluster	SP, time and modality to be discussed with TFS and PO-RALG.																						
Meet with FBD Director to discuss the timing and development of the <ul style="list-style-type: none"> - Programme monitoring system (3.2) and the associated M&E training of Division of Policy and Planning (DPP) - The training of the Policy and Legal Unit of FBD in skills needed for review of forest management plans (FMPs) - Training in Business Development Skills at FBD and TFS 	FORVAC Team																						
Identify the bottlenecks in the ways FBD Policy and Legal Unit are handling the FMPs. Determine what training is needed to fast-track the FMP review process and develop training program	FORVAC Team																						

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Proposed timeline for sub-activities: Updated forest legislation (Forest Act and regulations) (4.1.2), Support dissemination of New Forest Policy (4.1.3) Support development of Charcoal strategy (4.1.4) Support to drafting of beekeeping policy (4.1.5)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Meeting with FBD to inquire: - Whether there are tasks related to Forest legislation where the work can be initiated before the National Forest Policy (NFP) is approved and what they are - Expected timing of the approval of the NFP. - Ways FORVAC can support the development of the Charcoal Strategy. - Ways in which FORVAC can support the development of the National Beekeeping Policy Should be combined with meeting under 4.1.1	FORVAC Team - FBD																					
Plan and execute tasks as agreed. Tasks and timeline only known after above meeting	To be decided																					
Tasks that depend on the approved Forest Policy will need to await its approval before execution	To be decided																					
Tasks in support of development of national Charcoal Strategy	To be decided																					
Tasks in support of development of national Beekeeping Policy	To be decided																					

Sub-act No.: 4.1.6 Support to finalization of Beekeeping Research Master Plan

Findings of the TNA:

- TAFORI is the national institution mandated with beekeeping research.
- TAFORI has submitted the first draft of the Masterplan to the Director of FBD, MNRT (who is the custodian of the process). The next steps which FORVAC can support is towards making the Masterplan operational which means it has to be presented to beekeeping stakeholders for validation through a workshop, and then the Taskforce incorporate stakeholders comments, after which the document is officiated for use.
- The recommendation is for FORVAC to discuss with Director of FBD possible concrete ways in which FORVAC can support finalizing the Masterplan and discuss the next steps.
- Aim for an early meeting with Director FBD - June / July 2019 and combine it with other topics that need to be discussed with Director FBD.
- What role FORVAC can play in support of implementing the Masterplan should also be discussed with Director of FBD as well as TAFORI during June/July. A number of topics could be supported if funds and capacity permit but it will depend on the outcome of the June / July meetings, e.g.:
 - o Development of appropriate harvesting, processing and packaging technologies that maintain the quality of bee products and stimulate their utilization.
 - o Development of effective markets and efficient marketing systems of bee products and related services.
 - o Other activities could be human capacity building and supporting development of infrastructure especially bee products laboratory.

Proposed timeline for sub-activities: Support to finalization of Beekeeping Research Master Plan BRMP (4.1.6)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Meeting with Director FBD to inquire: - Ways FORVAC can support the work of finalizing the BRMP	FORVAC Team																					
Tasks in support of finalizing National Beekeeping Research Masterplan	To be decided																					
Tasks in support of implementing National Beekeeping Research Masterplan	To be decided																					

Sub-act No.: 4.1.7 Facilitate translation of forest related legislation into Kiswahili/popular version and disseminate in the Districts and FORVAC villages.

Findings of the TNA:

- Forest related legislation is only available in English which in part may explain the different interpretations by practitioners.
- There is a clear need for Kiswahili / popular versions of the main legal texts e.g. Forest Act, Land Act etc.in order to make the legislation more accessible and to minimize different understandings.
- An earlier translation of the Forest Act by MJUMITA did not reach the stage of publication. To save time and money, it would be good to build on the work already done and continue the process of translating through MJUMITA.
- The issue of translating the relevant forest related legislation should be discussed with Director FBD at an initial meeting in June. There needs to be a 100% ownership of the translations by the Authorities. Preferably clarifying what to translate, when, validation process and discussing modalities for doing the work (through task force establishment or identification of service providers).

Proposed timeline for sub-activity: Facilitate translation of forest related legislation into Kiswahili/popular version and disseminate in the Districts and FORVAC villages. (4.1.7)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Meeting with FBD Director to determine: - Strategy for which legal document should be translated and when - Validation process - ways of ensuring that the translations receive official status. - Ways FORVAC can support the continuation of the translation of the Forest Act previously conducted by MJUMITA - Service providers (selection and contracting) Should be combined with meeting under 4.1.1 and 4.1.6	FORVAC Team - FBD																					
Tasks in support of translation of Forestry related legislation	To be decided																					

Activity 4.2. Forest law enforcement, forest governance and trade of legally sourced timber

Sub-act No.: 4.2.1 Capacity building – workshops and focus group discussions to set-up a national action plan for developing the Timber Legality Standards that also cover timber production in natural forests including VLFRs

Findings of the TNA:

- No national plan for developing timber legality standards exist.
- FORVAC should support the development of a National Action Plan to develop timber legality standards.
- Initially this should be discussed with FBD Director so the workshop topics match with present stage of TLS development.

- The advice of the TNA team is to raise the level of ambition for sub activity 4.2.1 and include legality standards for charcoal as well. Charcoal is a very important product from Tanzanian Forests (possibly the most important) - a highly unregulated market and a major cause of forest degradation. The National Charcoal task force could possibly play a role in this development.
- The TNA team sees this as a golden opportunity for FBD, TFS and PORALG to take lead in addressing the charcoal challenge by developing charcoal legality standards and to push to a more regulated and transparent market for wood products. This could also be very synergetic with the ongoing work of developing the Charcoal Strategy (4.1.4) and well aligned with the April 2019 recommendations of the National Charcoal Task Force. The TNA findings indicate that the capacity needs for the charcoal VC are:
 - o Strengthening of standardized measurements
 - o Standardized bags and traceability to the source - (Bar codes?)
 - o Promoting charcoal from Eucalyptus + fast growing species
 - o Promoting market to adopt kg measurements - a weight based charcoal market should be the ultimate aim.

- The logical first step would be to convene a meeting / workshop for a broad group main stakeholders to discuss the status and road ahead for developing a National Action Plan for Legality Standards for Timber (and Charcoal).
- The initial workshop will provide guidance on the road ahead for Sub Act 4.2.1 and is foreseen to be conducted in September 2019 after the technical brain storm session with TRAFFIC, FBD, TFS and PORALG on sub. activities

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Proposed timeline for sub-activity: Capacity building – workshops and focus group discussions to set-up a national action plan for developing the Timber Legality Standards that also cover timber production in natural forests including VLFRs (4.2.1)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
Task	Proposed SP	June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Discussion with FBD Director to clarify the concept for supporting National Action Plan for Timber Legality Standards (+ Charcoal LS.) and develop a draft concept for the initial workshop in September 2019	FORVAC Team																					
Discuss with TRAFFIC to get an update of their work related to Timber Legality Standards																						
National workshop in support of the development of national action plan for timber and charcoal legality standards. The workshop will create awareness and collect initial input to the legality standards and the national action plan. Participants from Private Sector, NGOS, Govt. (TFS, FBD, PORALG - Ministry of Energy) Academia (SUA), TRAFFIC etc. etc.	FORVAC Team - FBD																					
Next steps will depend what is decided at the workshop	To be decided																					

Sub-act No.: 4.2.2, 4.2.3, 4.2.4 **Support timber tracking systems: Contribute to a process of reducing number of checkpoints in major highways (option: merging TFS and District council checkpoints) – focus group discussions, workshops. (4.2.2) Support to monitor movement of timber (electronic tracking system); review the feasibility of the electronic timber tracking system introduced and piloted by TRAFFIC in 5 checkpoints (4.2.3) Develop a checkpoint to work as a demonstration/training site for improved checking procedures and technologies, including software. (4.2.4)**

Findings of the TNA:

From TRAFFIC Consultations in May 2019

- East African Timber Trade Forum (June 20th -21st, 2019) is held in DSM promoting engagement between Govt. Traders, Private Sector and NGOs. FORVAC is welcome to join.
- Timing of meeting was very good because TRAFFIC was drafting the work plan for coming years and there are very good possibilities for synergies
- TRAFFIC Timber tracking system is a regional program. Several phases of piloting.

First phase. Pilot started at Mbagala checkpoint where the need for digitizing data was evident. 10*100 W solar panels were installed and a desktop. Data entered in office at checkpoint. After instruction that officers had to be outside (more transparency) the application was switched to a handheld mobile device. Concept was expanded - TFS wanted to improve the system because:

- Some traders circumvent checkpoints
- Falsified documents
- No communication between checkpoints

Traders wanted to improve the system because they spent a lot of time at the checkpoints and saw a need for real time reporting

Second phase therefore focused on improving the efficiency of TFS and at the same time improving conditions for traders. Both DFO and DFM were trained to enter permits in system so checkpoint officers can see what is coming (which trucks are expected). Encouraging traders to comply as it makes their life easier. 2nd phase was completed with support from the Finnish Embassy. Pilot phased out Dec 2017. Handheld devices challenges: Different officers use the differently. Sometime the previous points of contact e.g. DFO and DFM had not entered the Harvest permits / Transfer Permit.

Third phase. Planned to produce permits (Harvest and Transport) from system. Programmer sadly passed away in March 2018 - after that 3rd phase came to a halt. Proposal is to continue where the work stopped. So TRAFFIC welcomes the FORVAC Collaboration - it is a very good opportunity to restart.

- Sell the positive message: The task is to encourage legal trading: Inspection is negative, approval is positive.
- FORVAC sub-act. 4.2.1 is relevant to TRAFFIC work on timber legality measures. Currently a significant amount of work with Judiciary, National prosecution service.
- Agreed to hold a brainstorm meeting in September 2019: Involving FBD, TFS, PORALG, TRAFFIC, FORVAC
- After the contents of ToRs are agreed then draft the ToRs for the collaboration / SP contract with TRAFFIC.

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Support timber tracking systems: Contribute to a process of reducing number of checkpoints in major highways (option: merging TFS and District council checkpoints) – focus group discussions, workshops. (4.2.2) Support to monitor movement of timber (electronic tracking system); review the feasibility of the electronic timber tracking system introduced and piloted by TRAFFIC in 5 checkpoints (Kibiti, Vikindu, Ikwiriri, Nangurukuru and Nyangao) (4.2.3) Develop a checkpoint to work as a demonstration/training site for improved checking procedures and technologies, including software. (4.2.4)		2018-2019	2019-2020 (Monthly)												2020-2021 (Quarterly)				2021-2022 (Quarterly)			
		June	J	A	S	O	N	D	J	F	M	A	M	J	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Brainstorm meeting in September 2019: Involving FBD, TFS, PORALG, TRAFFIC, FORVAC to plan the restart of the third phase of the timber tracking piloting and the fulfillment of FORVAC sub activities 4.2.2-4.2.4	FORVAC Team - FBD, TFS, PORALG, TRAFFIC,																					
The meeting will also allow to discuss the upcoming stakeholder workshop on Timber legality standards, the contents and expected outcomes																						
Next steps will depend what is decided at the above Meeting	To be decided																					

Sub-act No.: 4.2.5 Comprehensive Capacity Development of relevant stakeholders and development of law enforcement related training material. (4.2.5)

Findings of the TNA:

- Timber legality standards are missing, same applies for charcoal.
- There is limited trainings in law enforcement and there is a large amount of timber and charcoal making its way to the market around the formal control points
- The size of the country compared to the capacity of TFS and PORALG is a challenge for law enforcement.
- Control is mainly done at the checkpoint where also revenue is collected and rarely at the source. When catching illegal timber at the checkpoint it is too late.
- Markets are not transparent and is often not possible to tell from where a given product originates.
- Consequently law enforcement is weak.
- A concerted effort is needed to make legal business easier (quicker and cheaper) and illegal business more difficult/risky /expensive - through:
 - o **Streamlining / reducing paperwork.** The procedures for doing legal business in forestry in Tanzania are extremely challenging. There is a need for streamlining DFO, DFM procedure re issuing of licences to increase speed (one stop shop) - to make it easier for the legal producers for legal domestic and foreign markets. Possibly this could be an area of capacity development with the establishment of TFA. It involves a changes of mindset towards the legal business community who will need increased support and approval while the illegal actors will need more control and inspection.
 - o **Reducing uncertainty.** Look into how legal actors can continue to operate also under locally imposed bans: E.g. logging in Lindi and Charcoal trading beyond the Region in Ruvuma. Currently local bans create much uncertainty for the legal market chain actors and can hinder investments
 - o **Maintaining checks and balances:** It is unclear what the establishment of TFA will imply for the checks and balances on issuing of permits: Current practice is that Village committee should monitor that harvesting is in accordance with harvesting plans. Forest Hammer is done by DFO. Transfer permits by DFM. How the procedure will be once DFM and DFO are under TFA is not clear - but the merge would provide a good opportunity to streamline the processes.
- To develop the appropriate training materials and conduct structured trainings that fit well in the institutional structure it would be preferable to await the development of
 - o The National Action plan for development of Timber Legality Standards (and charcoal LS if so chosen) (4.2.1)
 - o The establishment of the TFA - so the trainings could be conducted as in-service TFA trainings
 - o Translated versions of forestry related legal framework (4.1.7)
- The scope of the trainings should be considered as it could very well have relevance to the Police Force, Customs and Port Authorities as well as District Official and possibly for awareness raising of Private Sector actors that want to ensure compliance with the law.
- This sub activity contains some very important elements but as its starting time depends on other developments it will suffice to say that is should be done at first convenience - it can wait until year 2020-21 & 2021-22 in order to have a proper foundation for the production of training materials and the subsequent trainings. And as far as possible it should be institutionalized in the regular in-service trainings of the institutions to be trained

Sub-act No.: 4.2.6 Assessment of the FLEGT Process in Tanzania (4.2.6)

Findings of the TNA:

- The assessment has been done by FORVAC Value Chain Advisor.
- Tanzania is not going for the full FLEGT as exports to EU are minimal.
- The elements related Timber Legality Assurance Systems and timber tracking are relevant and will be dealt with under sub activities 4.2.1 - 4.2.5.

4. Conclusions

The overarching challenges need to be addressed ASAP. A string of key overarching issues (described in section 3.1) require immediate action before FORVAC can enter into the implementation phase and proceed smoothly with the implementation. It is therefore imperative that FORVAC Partners (TA-Team, TFS, FBD and PO-RALG) agree on concepts for achieving a common understanding of the overarching challenges:

- Diverging understanding of the legal framework related to forests and land use /duties of government institutions.
- Changed management arrangements for the VLFRs of Mbinga and Nyasa Districts.
- Diverging understanding of the concepts of SFM.
- Perceived limited ownership of the FORVAC Programme from the side of TFS and PO-RALG
- Limited capacity of the FORVAC Programme Team.

If unaddressed, the overarching challenges pose a real risk to programme implementation. The most important conclusion is therefore to work towards establishing high level consensus ASAP.

Subsequently the most urgent task in the 2019-20 work plan will be to achieve high level consensus as illustrated in Step 1 of the capacity development process cycle below so the programme can progress:

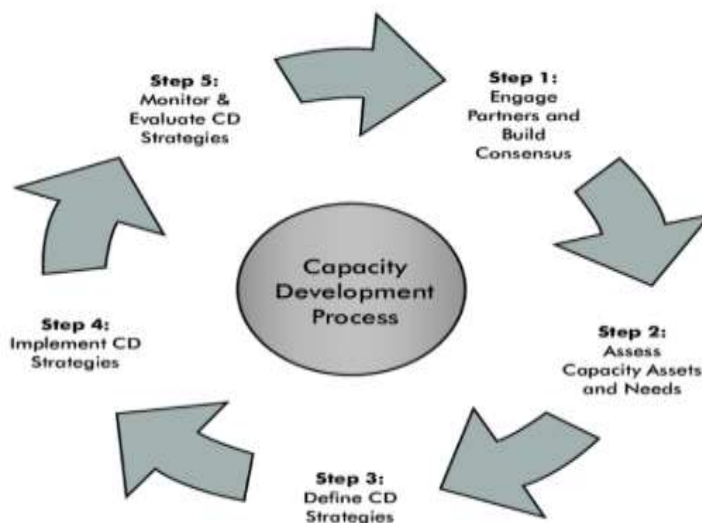


Figure 4: Capacity Development Process

Extra detail needed on TNA inputs to FORVAC work plan for the initial months (June - September 2019): When the preliminary findings of the TNA were presented at the Finnish Embassy on the 23.05.2019, it was advised to provide extra detail in the recommendations for the initial 3-4 months to support the Programme during the initial months of implementation.

This request has been accommodated in Chapter 3 by including a column for the month of June 2019 for tasks that need to start ASAP, and by adapting months as the unit of the proposed timeline for 2019-20 while for the years 2020-21 and 2021-22 the timelines employ units of 3 months.

There are 70+ sub-activities - although some sub-activities can be combined, the annual work plan of FORVAC will still be very complex and the programme management team will need to follow progress closely as many activities are interdependent.

For easy overview of urgent tasks related to capacity development during June- September 2019 - please refer to the monthly overview in Appendix 5. It is emphasized that this appendix is merely an extract of the TNA for the first months - i.e. it is not a ready to use work-plan. The recommended tasks are meant as inputs to the FORVAC-Team for their work-planning and they should be considered critically along the other normative work-tasks of the FORVAC-Team, available resources (including staff, budget etc.)

Potential for synergies and strong linkages to national development priorities: FORVAC comes at an opportune time to establish synergies with a number of initiatives e.g. supporting the ongoing strengthening of business development skills in the curricula and training staff of national training institutions (capacity building of future foresters), collaboration with Govt. partners in support of in-service training (capacity building of present day foresters), collaboration with TRAFFIC and TFS on the third phase of the timber tracking system, support to development of the legal framework, management information systems and to local level value addition, the landscape investment forum championed by WWF Tanzania, just to mention a few. The general impression is that there are numerous opportunities for win-win situations and that the inclusive value chains to be supported through FORVAC are well aligned with the national development priorities.

The entire market chain needs to be considered: While initial focus is on establishing VLFRs and providing the needed support for the producing FRs to reach stage of harvesting plans and gazettement, it is emphasized that the entire market chain needs to be considered (i.e. also transporters, wood processors and final market/end users). It is important that both the timber and the charcoal value chains are supported in parallel by FORVAC to increase traceability and transparency with the ultimate aim to make it easier and more profitable to be a legal actor in the market and more difficult/risky/expensive to be an illegal actor. FORVAC should therefore support sustainable activities throughout the chain of custody.

The ultimate aim for the charcoal value chain should be to have a completely legal and sourced supply and a market where the product is marketed and sold by weight - not by volume as the case is currently. Sale by weight is necessary to promote charcoal from fast growing species.

FORVAC Programme is still in the inception phase. For most practical purposes the FORVAC Program is still in the end of the inception phase. The current TNA belongs in the Inception Phase of the Programme along with the other tasks related to mobilization of the programme that have been done during 2018-19. For complex programmes with multiple stakeholders like FORVAC, a protracted inception phase is not unusual.

FORVAC urgently needs to enter into implementation phase with work plan for 2019-20. With 25% of the project time elapsed it is however urgent that FORVAC starts the implementation phase with the work-plan for the fiscal year 2019-2020. At National level this will be in the form of building capacity of institutions and support to national initiatives. At local level this will largely through a wide range of SP contracts coordinated by the Cluster Coordinators in collaboration with district-level officers. Initially VLUP will be a very important element to implement at local level as this is a prerequisite for establishment of VLFRs.

Shift in priorities from when FORVAC was conceived till present day. Currently there is a strong national focus on tree planting. To accommodate this, FORVAC could consider adopting elements in support of nursery establishment and tree planting at village level in the 2019-20 work plan through a community driven landscape approach to tree planting.

Conclusions on technical issues: Chapter 3 contains numerous large and small technical conclusions relating to individual activities and sub-activities. Due to the number of sub-activities in the work-plan and to save paper and to avoid double work they are not repeated here. To access these please consult the findings of the individual sub-activity in Chapter 3.

Time for the TNA was sufficient: The conclusion of the TNA-Team was that, although the time available for the TNA was short, it was sufficient to reveal the main trends regarding gaps, challenges and training needs for development of value chain in CBFM. Feedback from the interviewees consulted during the last days largely supported / repeated the messages from earlier consultations during the TNA.

The urgency of delivering the draft TNA report (early June 2019) to assist the FORVAC TA-Team in the work-planning for 2019-2020 provides further justification for conducting a quick and focused TNA.

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Appendices:

Appendix 1: Terms of Reference – Training Needs Assessment

Project number and title	P34809P001 / Forestry and Value Chains Development Programme (FORVAC)
1. Duty station	FORVAC Office in Dodoma, with frequent travels to clusters and districts covered by the programme and periods working with stakeholders in Dar es Salaam.
2. Duration of the consultancy (incl. approval)	Maximum 32 working days each for the international and national expert (64 working days in total) within the period 18 th March – 30 th June 2019
3. Background	<p>Forestry and Value Chains Development (FORVAC) aims to contribute in increasing economic, social and environmental benefits from forests and woodlands while reducing deforestation. The expected outcome of FORVAC is: <i>improved forest-based income, livelihoods and environmental benefits</i>. The outcome will be achieved through the following outputs:</p> <p>Output 1: Improved Value Chains and increased Private Sector Involvement in the forest sector. Key interventions:</p> <p>1.1 Establishment and Mobilization of Village Land Forest Reserves (VLFR); and 1.2 Support to value chains development</p> <p>Output 2: Stakeholder capacity to implement and promote forestry value chain development enhanced. Key interventions:</p> <p>2.1 Improved institutional and management capacities of Village Councils and VNRC to implement CBFM and develop forest value chains; 2.2 Improved capacities to support and monitor CBFM/forest and related value chains and incorporating HRBA aspects; and 2.3 Forest products value chains/market system and business development skills incorporated in curricula of relevant training institutes.</p> <p>Output 3. Functional extension, communication, monitoring systems; and Management Information System (MIS) in place. Key interventions:</p> <p>3.1 Enhanced extension and communication services; and 3.2 Monitoring and Management Information System (MIS) established.</p> <p>Output 4. Supportive legal and policy frameworks to forest value chain and sustainable forest management developed. Key interventions:</p> <p>4.1 Improved policy and regulatory framework for forest value chain development; and 4.2 Support to development of forest law enforcement, forest governance and trade of legally sources timber</p> <p>The implementing agency of the programme is the Forest and Beekeeping Division (FBD) of the Ministry for Natural Resources and Tourism (MNRT), in close cooperation with Tanzania Forest Service (TFS) and the President's Office Regional Administration and Local Government (PO-RALG). Private sector organizations engaged in forest and non-forest products harvesting, processing, and marketing will have a key role in the implementation of this intervention.</p> <p>The Programme will support commercialization and added value under the PFM regime in three clusters: Tanga cluster (Handeni and Kilindi districts), Lindi cluster (Liwale, Ruangwa and Nachingwea districts), and Ruvuma cluster (Namtumbo, Songea, Mbinga and Nyasa districts).</p>
4. Objectives of the consultancy	<p>Needs assessment of relevant stakeholders engaged in the programme to strengthen their understanding and capacities regarding the concept of the value chain and its implications for sustainable forest management, inclusive socio-economic and environmental aspects and how communities and other value chain actors can benefit in terms of income and employment.</p> <p>Main focus will be on an institutional capacity assessment at central level to identify the existing capacities and the competencies needed. This is to ensure that the capacity development actions address the true needs and capacity gaps in a sustainable manner.</p> <p>In addition, the consultancy will provide guidance to TA staff, especially to the Cluster Coordinators, in the needs assessment to be carried out at Cluster, District and Village level, followed by a capacity</p>

	<p>building plan for key stakeholders at those levels, to be used as reference for engagement of service providers, when needed.</p> <p>A results-based approach will be applied to define and quantify the skills and competencies needed by the actors and then a training programme will be applied to respond to those needs.</p> <p>Capacity building will be based both on training individuals but equally important in building the institutional capacity which is more than a sum of the capacities of individuals. In accordance with the modern concept of capacity development, the approach entails training of individuals, instructional development, leadership development as well as accountability.</p> <p>A comprehensive training/capacity development plan will be developed for the Programme. Capacity development will contain various activities such as coaching, training, peer-support and experience exchange. For successful capacity development, there are three important dimensions of capacity development processes that will be fundamental for the success of the interventions:</p> <ul style="list-style-type: none"> • The complexity of the capacity or performance strived for; • The adequacy of the capacity building process; and • The responsiveness of the beneficiaries. <p>Special considerations</p> <p>The TNA has to cover key stakeholders in the FORVAC context (National FBD, TFS, PO-RALG, District staff, villagers and private actors), including mapping of main gaps aiming at improving competences for result based approach.</p> <p>The needs assessment has to be shaped according to the stakeholders organisations, considering their roles and responsibilities and the specific context in which they operate.</p> <p>The assessment and plan need to focus at different time horizons, short term, medium- and long-term needs, aiming at building sustainability beyond the programme implementation time.</p> <p>Considering the differences related to stakeholders’ roles and responsibilities, it is important to elaborate different options regarding tailoring of content, modalities and time for capacity development.</p>
<p>5. Scope of the consultancy</p>	<p>Needs assessment and feasible plan of actions within the technical and financial framework of FORVAC, considering the modalities and resources available. More specifically, the consultancy shall provide:</p> <ol style="list-style-type: none"> 6. A presentation of the methodology and a clear delimitation of the priority stakeholders and areas: 1) Institutional strengthening (main focus) and 2) Local stakeholders strengthening (district and village level). This step also includes a detailed work plan and time schedule, for adequate resource allocation. 7. Carry out the institutional needs assessment in close interaction and coordination with focal persons from relevant stakeholders and FORVAC team. Prepare tailored, inclusive training and capacity building plan, based on the assessment of the key stakeholders. 8. Interact with FORVAC team, especially Cluster Coordinators, to support the training needs assessment of key local stakeholders (e.g. district staff, relevant local organisations/associations, service providers (including private sector), Village Councils/VNRC, and the development of a training strategy including examples of training and capacity development plans, in line with FORVAC’s monitoring and evaluation needs. 9. At both levels (institutional and local) establish adequate targets and indicators, considering but not limited to, individuals trained in relevant matters (e.g. forest management and value addition techniques), disaggregated for example by gender and category (village level, CBFM areas, VETA and other training levels).

	<p>10. Also considering both levels (institutional and local), support the FORVAC staff in assessing the need for service providers in training / capacity building and in the preparation of examples of ToR (one for institutional level and one for local level) for that type of services.</p>																																		
<p>6. Expected deliverables</p>	<p>Capacity development plan to address the capacity development needs of various groups of beneficiaries with diverse capacity building needs, to be implemented within FORVAC context. More specifically:</p> <p>3. An inception report presenting the methodology for the assignment, covering needs assessment and action plans (institutional and local level) to be discussed with EoF and MNRT</p> <p>4. A training needs assessment report including relevant annexes, such as:</p> <ul style="list-style-type: none"> ○ Characterization of stakeholders assessed ○ Capacity-strengthening plan for key institutions' staff in the context of FORVAC. ○ Inputs and support to FORVAC staff at Cluster level including, e.g.: <ul style="list-style-type: none"> ▪ Assessment of the need for service providers in training / capacity building ▪ Preparation of examples of ToR (one for institutional level and one for local level) for that type of services. 																																		
<p>7. Timing of the Consultancy in the field and reporting</p>	<table border="1"> <tr> <td colspan="3" data-bbox="357 808 1434 846">Preliminary time schedule</td> </tr> <tr> <td data-bbox="357 846 491 976">Week 1</td> <td data-bbox="491 846 1254 976">Start of Assignment Initial desk studies for the Comprehensive Capacity Assessment and preparatory work. Elaboration of draft inception report Travel to Tanzania</td> <td data-bbox="1254 846 1434 976">Home based</td> </tr> <tr> <td data-bbox="357 976 491 1173">Week 2</td> <td data-bbox="491 976 1254 1173">STN and STI introduced to FORVAC Team to agree resource allocation and timing. Initial consultations with relevant stakeholders in DSM/Dodoma. Finalization of inception report. Inception report and presentation of methodology and detailed work plan to Competent Authorities (MNRT and EoF)</td> <td data-bbox="1254 976 1434 1173">Tanzania</td> </tr> <tr> <td data-bbox="357 1173 491 1370">Week 3</td> <td data-bbox="491 1173 1254 1370">Consultants work refining a detailed work plan and time schedule for the consultancy, after feed-back from presentation to CA. Continue consultations with relevant stakeholders in DSM/Dodoma. Preparation of consultations at cluster level. Travel to Cluster 1</td> <td data-bbox="1254 1173 1434 1370">Tanzania</td> </tr> <tr> <td data-bbox="357 1370 491 1435">Week 4-5</td> <td data-bbox="491 1370 1254 1435">Cluster Level Consultations organized by Cluster coordinators. 2-3 days at each Cluster</td> <td data-bbox="1254 1370 1434 1435">Tanzania - in the clusters</td> </tr> <tr> <td data-bbox="357 1435 491 1599">Week 6</td> <td data-bbox="491 1435 1254 1599">Additional consultations as needed. Internal working sessions to compile: - the Capacity Assessment - outline for the Capacity Development plan - inputs to the Results Framework (Baselines and Target values)</td> <td data-bbox="1254 1435 1434 1599">Tanzania</td> </tr> <tr> <td data-bbox="357 1599 491 1664">Week 8</td> <td data-bbox="491 1599 1254 1664">Presentation of findings and key issues to CA (MNRT and EoF) Writing up of first draft Capacity Development Plan</td> <td data-bbox="1254 1599 1434 1664">Tanzania</td> </tr> <tr> <td data-bbox="357 1664 491 1765">Weeks 9-10</td> <td data-bbox="491 1664 1254 1765">Completing the draft capacity development plan Final Draft Capacity Development Plan submitted (electronic format)</td> <td data-bbox="1254 1664 1434 1765">Home based</td> </tr> <tr> <td data-bbox="357 1765 491 1830">Week 11</td> <td data-bbox="491 1765 1254 1830">Presentation of the Draft Capacity Development Plan to FORVAC CA by STN in collaboration with FORVAC - TA</td> <td data-bbox="1254 1765 1434 1830">Tanzania</td> </tr> <tr> <td data-bbox="357 1830 491 1895">Week 12</td> <td data-bbox="491 1830 1254 1895">Comments from FORVAC CA</td> <td data-bbox="1254 1830 1434 1895">Submitted electronically</td> </tr> <tr> <td data-bbox="357 1895 491 1957">Week 13</td> <td data-bbox="491 1895 1254 1957">Final Capacity Development Plan submitted</td> <td data-bbox="1254 1895 1434 1957">Submitted electronically</td> </tr> </table>		Preliminary time schedule			Week 1	Start of Assignment Initial desk studies for the Comprehensive Capacity Assessment and preparatory work. Elaboration of draft inception report Travel to Tanzania	Home based	Week 2	STN and STI introduced to FORVAC Team to agree resource allocation and timing. Initial consultations with relevant stakeholders in DSM/Dodoma. Finalization of inception report. Inception report and presentation of methodology and detailed work plan to Competent Authorities (MNRT and EoF)	Tanzania	Week 3	Consultants work refining a detailed work plan and time schedule for the consultancy, after feed-back from presentation to CA. Continue consultations with relevant stakeholders in DSM/Dodoma. Preparation of consultations at cluster level. Travel to Cluster 1	Tanzania	Week 4-5	Cluster Level Consultations organized by Cluster coordinators. 2-3 days at each Cluster	Tanzania - in the clusters	Week 6	Additional consultations as needed. Internal working sessions to compile: - the Capacity Assessment - outline for the Capacity Development plan - inputs to the Results Framework (Baselines and Target values)	Tanzania	Week 8	Presentation of findings and key issues to CA (MNRT and EoF) Writing up of first draft Capacity Development Plan	Tanzania	Weeks 9-10	Completing the draft capacity development plan Final Draft Capacity Development Plan submitted (electronic format)	Home based	Week 11	Presentation of the Draft Capacity Development Plan to FORVAC CA by STN in collaboration with FORVAC - TA	Tanzania	Week 12	Comments from FORVAC CA	Submitted electronically	Week 13	Final Capacity Development Plan submitted	Submitted electronically
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8. Travels	Expenses incurred due to duty travels, also including daily allowances as defined by the Standard Terms for the Payment of Fees and Reimbursement of Cost (Ministry for Foreign Affairs of Finland, 2012), will be paid by FORVAC. A chauffeured vehicle will be provided by FORVAC to support the work of conducting central and field level consultations.
9. Mandate	During the assignment, the Consultant is entitled and expected to collect necessary information to implement the consultancy and produce expected deliverables also including recommendations and proposals for further action by the programme, the donor agency and the MNRT. However, the Consultant is not authorized to represent or to make any commitments on behalf of the FORVAC programme.
10. Qualifications of the Consultants	<p>For both consultants, Short Term National (STN) and Short Term International (STI): Advanced University Degree in Forestry or Natural Resources Management related or related field.</p> <p><u>Experience/skills required</u></p> <ul style="list-style-type: none"> • At least fifteen (15) years of experience in sustainable forest management (SFM) and in multi-stakeholder environmental projects/programmes for STI and at least 10 years' experience for STN. • Previous experience in analysing training needs at institutional, district and community level • Experience of working with government extension agencies, NGOs and private sector • Team Leader in forestry related studies (for STI) • Experience in project cycle management. • Experience in capacity building • Good communication and analytical skills. • Experience in using a HRBA • Good knowledge of forestry in E. Africa (knowledge of Tanzania's forestry sector as a merit) <p><u>Language requirements</u></p> <ul style="list-style-type: none"> • Excellent knowledge of English, Kiswahili is a merit for the STI, STN be fluent in Kiswahili
Annexes	<ul style="list-style-type: none"> • Programme Document (PD) • Administrative Manual (Guideline for Experts) • Relevant reports, such as: <ul style="list-style-type: none"> ○ Market System Analysis ○ Communication Plan ○ FLEGT in FORVAC context ○ Final reports from LIMAS, NFBKP II and PFP.

Appendix 2: List of beneficiaries and key stakeholders of FORVAC programme

Stakeholder Group	Responsibilities	Development needs and expected benefits from the programme	Issues and Implications for the programme
Forestry and Beekeeping Division (FBD) of MNRT Duty Bearer	Policy and regulation in forestry and bee resources; supervision of law enforcement; technical guidance, in charge of NFP, training institutions (FTI, FITI); coordination of the efforts in climate change mitigation.	Revised policies and strategies; technical guidelines, methodologies for harvesting and auctioning developed; capacity development and information management.	Strengthening the role of CBFM and providing technical support; increase involvement of private sector involvement in CBFM
Tanzania Forest Service (TFS) Duty bearer	In charge of central government forest reserves and bee resources in all land categories; collects revenue for FBD; markets forest and bee products. NAFORMA	The TFS will benefit from skill enhancements at all levels (including District technical staff).	Clarification of royalty rate determination principles and mandates between TFS and districts; harmonisation of different acts to prevent illegal logging on general lands; forest governance improvement; support to innovative joint ventures and private public partnerships to increase private sector involvement in forests under TFS's custody.
PO-RALG (President's office, Regional Administration and Local Governments) District Council and District technical staff/PFM teams Duty bearer	In charge of forestry and other natural resources management, coordination and monitoring activities. Technical assistance/extension services to VNRC's; Oversight that district councils are run based on democratic principles.	Improved extension and monitoring; new skills and approaches; new manuals and lessons learned shared across the Programme districts and among the development partners supporting related interventions. District Councils will benefit as the increase in formal business activities will assist the districts in creating revenue to be collected from the forest-product levies and local taxes.	Participation of district PFM teams in forestry and bee resources related activities; either through participating in forests resource assessments, village land use planning or monitoring activities in the village levels. Provision of site-specific knowledge and guidance

Stakeholder Group	Responsibilities	Development needs and expected benefits from the programme	Issues and Implications for the programme
Village Councils and Village Natural Resource Committees and producer groups and business entities. Rights Holders (also Duty Bearers)	VLFRs are under the VC jurisdiction and managed by VNRCs. Villagers can establish such institutional arrangements which can make business; e.g. cooperatives and companies	The villages with VLFRs will benefit from improved monitoring and facilitation of CBFM by District Council and District PFM teams and from increased income and employment through value chain development. The VCs and VNRCs capacities will be strengthened to implement and manage CBFM and forest value chains. Institutional capacities of VNRCs and Village Councils will be enhanced to manage village forests responsibly.	Entrepreneurship approach and customer-oriented marketing skills as well as financial management and control will be enhanced. The producer groups will be facilitated to gain access to additional finance opportunities and advice. Capacity development will be provided for the establishment of saving and loans associations (Village Community Banks, VICOBA) and/or collaboration with existing VICOBA.
Entrepreneurs, traders' associations and business community	The private businesses and entrepreneurs will buy wood from the communities and further process them into high quality timber, furniture and other wood products. Charcoal producers will sell their products to the organised traders who will deliver the products to the markets. NTWPs will also be harvested and sold in the local, district and national markets.	They will benefit from information and capacity building, and ultimately from improved potential to run their businesses. The companies will ultimately benefit from improved potential to run business. Input producers will benefit from increased market demand.	The business community contributes to income and employment generation at village and district level. Skills development and gradually market-driven approach makes the VLFR s self-financing. Establishment of different business models will contribute to that end and increase institutional sustainability.
Service providers, such as NGOs, research institutions and their consulting companies	Provide services along the value chain from forests to markets.	Improved skills and opportunities to provide assistance and services to the communities and districts. The Programme orientation to VLFR Governance and management and to wood and non-wood based forest product value chains will assist them to focus their organizational and	Service providers will be employed through outsourcing principle to provide different services along the value chain from forests to markets.

Stakeholder Group	Responsibilities	Development needs and expected benefits from the programme	Issues and Implications for the programme
		human resource development activities to developing additional services to cater for the expanding market.	

In addition to the above list, the stakeholders of the Programme include the following:

- Forestry, socio-economic research and policy institutes, e.g. Sokoine University of Agriculture, Tanzania Forest Research Institute (TAFORI), and UONGOZI Institute.
- Other government institutions (Ministry of Finance and Economic Affairs, Ministry of Industry Trade and Marketing, National Land Use Planning Commission, Regional secretariats, Ministry of Agriculture, Food and Cooperatives, Ministry of Water and Irrigation) and Association of Local Authorities of Tanzania (ALAT), among others
- Forestry and beekeeping colleges (Forest Training Institute, FTI, Forest Industries Training Institute, FITI, Beekeeping Training Institute, BTI) and Sokoine University of Agriculture – it is expected that the expansion of Programme activities will offer employment opportunities for the young graduates of these institutions.
- Development Partners active in participatory forest management, private sector and value chain development and institutional development.

Appendix 3: List of organizations and people consulted at different levels of assessment.

Level	Ministry/Authority	Organization	Contact person consulted
International	Ministry of Foreign Affairs, Finland	Finish Embassy, Dar es Salaam	Counsellor & Coordinator of Development Cooperation
National	Ministry of Natural Resources and Tourism (MNRT)	Legal Unit, Dodoma	Director, Legal Services Unit (represented by Legal Officer)
		Forest and Beekeeping Division (FBD), Dodoma	Director, FBD Assistant Director, Beekeeping Development
		Tanzania Forest Service (TFS HQ), Dar es Salaam	Chief Executive Manager, Forest Resources Forest Officer, FSU
	President's Office, Regional Administration & Local Government (PO-RALG)	Directorate of Sector Coordination, Dodoma	FORVAC Focal Person (Forestry)
	Regional Administration	Regional Secretariat, Ruvuma	Regional Natural Resources Advisors (Forestry & Game)
	Ministry of Industry, Trade & Investments (MITI)	Small Industries Development Organizations (SIDO HQ), Dar	Director of Technology Development & Industrialization Instructor, Bamboo Training
District	PO-RALG	District Authorities	District Commissioners (DCs) District Executive Directors (DED) District Forest Officers - DFOs
	MNRT	TFS at district levels	District Forest Managers - DFMs
Village	PO-RALG	Village Governments (VGs) Community Conservation Groups (CCGs)	Village Councils (VCs) Village Natural Resource Committees (VNRCs) Beekeeping Groups
Cross-cutting: Private sector Organization (PSO)	Ministry of Home Affairs (MoHA)	Non-Governmental Organizations (NGOs)	Tanzania Forest Conservation Group (TFCG) Community Forest Conservation Network of Tanzania (MJUMITA) Mpingo Conservation Development Initiative (MCDI)
	Ministry of Industry, Trade & Investment (MITI)	Business Registration and Licensing Agency (BRELA)	Sound and Fair (T) Limited Tanzania Forest Industries Federation (SHIVIMITA)
	MNRT, MoEVT	Forestry, socio-economic research and policy institutes	Sokoine University of Agriculture (SUA), Tanzania Forest Research Institute (TAFORI) & UONGOZI Institute,

The list of priority stakeholders remains unchanged from ToRs but has been specified a bit in the above to help focus the work. In addition the following will be consulted:

Appendix 4: Schedule of activities and expected deliverables

Phase	Week number	Activities	Process method	Expected milestone and/or deliverable(s)	Date
Preparations (home based)	1	Preparations and literature review	Critical review of relevant documents	An in-depth understanding of the ToR and PD.	15 th -21 st April 2019
Stakeholder mapping & Consultations (fieldwork)	2	Stakeholder mapping	Identification of priority stakeholders and making appointments	To identify key agencies, individuals, central/district for interviews, FGDs or meetings and to establish a common understanding of ToRs.	22 nd - 28 th April 2019
	2-3	Consultation	Discussion with experts/Government experts and officials	Identify current skills/knowledge/ attitude of national level stakeholders	23 rd April - 03 rd May 2019
	4-5	Consultation	Interview and discussions with District stakeholders	Identify current skills/knowledge/ attitude of District level stakeholders	06 th -19 th May 2019
	4-5	Consultation	Interview and discussions with Village stakeholders	Identify current skills/knowledge/ attitude of Village level stakeholders	06 th -19 th May 2019
	6	Follow up consultations and drafting preliminary findings	Interview and discussions Content analysis and compilation	Clarify remaining and emerging issues with National level stakeholders and potential service providers in DSM	20 th - 24 th May 2019
	6	Presentation of preliminary findings	Debriefing meeting with Competent Authorities and receiving feedback	Sharing findings with CA and deliver inputs from TNA so they can be used for work plan of 2019-2020	20 th - 24 th May 2019
	Analysis and reporting (home based)	7-10	Compilation of draft TNA report and capacity development plan (CDP)	Detailed content analysis and compilation and sharing with CAs electronically	Producing draft TNA report and capacity development plan for FORVAC and sharing with CAs one week ahead of Presentation.
11		Presentation of draft TNA report and capacity development plan	Presentation to Competent Authorities and receiving feedback (STN in DSM and STI on Skype)	To provide an overview of the TNA findings and the contents of the Capacity Development plan	24 th - 30 th June 2019
12		Receiving comments from CAs	CAs to submit written comments	To provide an opportunity for CAs to include any final comments and observations in the TNA and CDP	01 st July - 07 th July 2019
13		Finalizing and submitting TNA and Cap Dev Plan	Incorporation of written feedback on the TNA and Cap Dev Plan	Incorporating final comments and submitting final report electronically	08 th July - 14 th July 2019

Appendix 5: Monthly overview (June - Sept. 2019) of activities arising from FORVAC TNA

At the TNA debriefing on 23rd May 2019 it was requested that the TNA adopts a higher level of detail for the initial months June - Sept 2019 as this would be useful for the work planning of the TNA.

The timelines in Chapter 3 therefore adapt monthly intervals for the first year and in addition the below monthly extracts have been made for the first 4 months to provide a quick overview of priority tasks. The extracts should be seen only as inputs to the work plan to be made by the FORVAC Team. They are based only on the TNA findings and not on budget and staffing considerations. The order in which the activities come in the individual months is not chronological.

In the below tables the term “FORVAC team” is the same as the Programme Management of the PD i.e.:

- National Programme Coordinator (NPC; Co-Chair)
- Chief Technical Advisor (CTA; Co-Chair)
- National Forestry and Value Chain Development Expert (FVCDE; Member)
- National Finance and Administration Manager (FAM; Member; Secretary)
- International Forest Value Chain Adviser (FVCA; Member when in country)

June 2019:

Act.	Task	Responsible
	Agree on concept for achieving common understanding on overarching challenges <ul style="list-style-type: none"> • Diverging understanding of the legal framework related to forests and land use /duties of government institutions. • Changed management arrangements for the VLFRs of Mbinga and Nyasa Districts. • Diverging understanding of the concepts of SFM. • Perceived limited ownership of the FORVAC Programme from the side of TFS and PO-RALG • Limited capacity of the FORVAC Programme Team. 	FORVAC Team, TFS, FBD, PO-RALG
	Clarify modalities for recruitment of service providers	FORVAC Team
	MoU to formalize the collaboration between Cluster Coordinators and DFO	FORVAC Team PO-RALG
	Initiate the development of the FORVAC Website	FORVAC Team
1.2 1.2.14 4.1.1	Compile Cluster wise status reports <ul style="list-style-type: none"> • VLFRs, areas steps of PFM / CBFM for all FORVAC villages • VLUP, areas, steps, Existence & composition of PLUM teams at District Level and VLUM Teams at Village level • Existing providers of grants and loans (TaFF, VICOBAS/ VS&L/ SACCO) in FORVAC Villages • Identifying villages with Bamboo potential • Uncover why VLFR Gazettement requests are not submitted and map additional capacity building needs related to gazettelement of VLFRs Village and District level. 	Cluster Coordinators
	Strengthen Capacity of FORVAC	FORVAC Team FBD
1.1	Clarify with PO-RALG how to get mandate to build capacity of the Village Councils, VLUM Teams and the Ward Tribunals and use that concept for the trainings.	FORVAC Team PO-RALG
1.1.1.2	Develop ToRs for a 2 day training of the FORVAC Team and send request to DG NLUC for conducting 2 days training of FORVAC Team in July	FORVAC Team
1.2.15	Determine the definition of SFM that FORVAC will apply and what C&I should be used to document it	FORVAC Team
1.2.14	Follow up with SUA Bamboo Project to ensure synergies and possibilities for collaboration	FORVAC Team
2.1.4	Develop strategy for Village Level Financial management CapDev.	FORVAC Team
2.3.2	Develop LoA with SUA for supporting the finalization of the BSc Curricula Forest Economics and Business Development	FORVAC Team SUA
3.1.1	Decide whether possible to participate in Saba Saba 2019(MNRT Stand) and Nane Nane 2019 (Govt. Partners or SUA stand) - prepare the necessary information packages	FORVAC Team
3.1.3	Strengthening the internal communication in accordance with the FORVAC Communication Plan - awareness raising Strategy for development and maintenance of the FORVAC Website	FORVAC Team
4.1.1	Meet with FBD Director to discuss the timing and development of the <ul style="list-style-type: none"> - Programme monitoring system (3.2) and the associated M&E training of Division of Policy and Planning (DPP) - The training of the Policy and Legal Unit of FBD in skills needed for review of forest management plans (FMPs) - Training in Business Development Skills at FBD and TFS 	FORVAC Team FBD

4.1.2	Meeting with FBD Director to inquire:	FORVAC Team FBD
4.1.3	- Whether there are tasks related to Forest legislation where the work can be	
4.1.4	initiated before the National Forest Policy (NFP) is approved and what they are	
4.1.5	- Expected timing of the approval of the NFP. - Ways FORVAC can support the development of the Charcoal Strategy. - Ways in which FORVAC can support the development of the National Beekeeping Policy	
4.1.6	Meeting with Director FBD to inquire: Ways FORVAC can support the work of finalizing the BRMP	FORVAC Team
4.1.7	Meeting with FBD Director to determine: - Strategy for which legal document should be translated and when - Validation process - ways of ensuring that the translations receive official status. - Ways FORVAC can support the continuation of the translation of the Forest Act previously conducted by MJUMITA - Service providers	FORVAC Team
4.2.1	Discussion with FBD Director to clarify the concept for supporting National Action Plan for Timber Legality Standards (+ Charcoal LS.) and develop a draft concept for the initial workshop in September 2019 Discuss with TRAFFIC to get an update of their work related to Timber Legality Standards	FORVAC Team

July 2019

Act.	Task	Responsible
	Conduct high level retreat to achieve common understanding on overarching challenges and increased ownership of the Programme.	FORVAC Team, TFS, FBD, PO-RALG, MNRT, UONGOZI Inst.
1.1 2.1	Prepare cluster wise ToRs for the work related to activity 1.1 Establishment and mobilization of VLFRs. Identify NGO SPs and prepare contracts Select NGO SPs for village level CapDev. Develop strategy for Village Level CapDev. To be incorporated in the ToRs for SPs	FORVAC Team
	Select NGO SPs for village level CapDev. Develop strategy for Village Level CapDev. To be incorporated in the ToRs for SPs	FORVAC Team
1.1 1.2	Training of the FORVAC TA-Team (2 days in Dodoma) <ul style="list-style-type: none"> • 1st day focusing on building capacity of TA-Team for the VLUP Process. • 2nd Day focusing on developing ToRs for SPs that will train the District PLUM Teams in LUP and build capacity of District Authorities to resolve land and related natural resources use 	UONGOZI Institute/ Professional Facilitator
1.1 1.2	Advertise for local SPs to train PLUM teams based on ToRs developed during July training by NLUPC and matrix with the overview of village VLUP status to be developed by CCs in June	FORVAC Team
1.2.3	Determination intended recipients, function and level of ambition of catalogue of Forest Products promoted by FORVAC	FORVAC Team
1.2.6 1.2.12	Familiarize with current VCs, market channels and opportunities in the clusters and nationally.	CCs FORVAC Team
1.2	Develop ToRs for the trainings of villagers, officials and value chain actors in Lindi Cluster	CC-Lindi FORVAC Team, NGO SP
1.2.13	Support VLFRs in harvesting contracts: mentoring, formulation of contracts, linkages with contractors/harvesting companies/buyers:	CCs, NGO SP FORVAC Team
2.1.4	Develop strategy for Village Level Financial management CapDev. and incorporate Curriculum development and trainings in ToRs for SPs. Select SPs	FORVAC Team
2.1.5 2.1.6	Development of FORVAC tree planting package for Village level support. Training and material support for: Nursery establishment - Generate seedlings for a broad range of planting in the landscape	FORVAC Team
2.1.5 2.1.6	Development of the FORVAC Charcoal Village level support. Training and material support for: Including areas for Sustainable Charcoal production in FORVAC LUP Improved kilns	FORVAC Team
3.1.3 2.18	Develop and maintain the FORVAC Website to showcase achievements of FORVAC and the results of collaboration with wood producers, processors and merchants	FORVAC Team
2.3.2	Implement LoA with SUA for supporting the finalization of the BSc Curricula Forest Economics and Business Development	SUA
2.3.3	Discuss internally and with SUA on possibility of establishing a fund for FORVAC support to MSc, PhD dissertations that focus on Forestry Value Chains Development	FORVAC Team
3.1.1	Possible Saba Saba participation	FORVAC Team
3.1.3	Follow the guideline of the Communications Strategy in all internal communications and outreach work	FORVAC Team
3.1.4	Develop curriculum for in-service training of the TNA officials at District and National level in HRBA and Forest value Chains	FORVAC Team
3.1.6	Support FBD in developing information packages and extension materials	FORVAC Team

3.2.1	Clarify level of FORVAC support to development of the MIS for monitoring Programme / Project Interventions at National / District Level	FORVAC Team, FBD, PO-RALG
3.2.2 3.2.3	Clarify level of FORVAC support to development of the National Forest and Beekeeping Info System.	FORVAC Team, FBD
3.2.4	Clarify contents of the CBFM Facts & figures and the RS Analysis. Clarify whether to work through a national task force an SP or a mix of the two	FORVAC Team, TFS, FBD, PO-RALG, NGOs
4.1.1	Identify the bottlenecks in the ways FBD Policy and Legal Unit are handling the FMPs. Determine what training is needed in order to fast-track the FMP review process and develop training program	FORVAC Team

August 2019

Act.	Task	Responsible
1.1	Prepare cluster wise ToRs for the work related to activity 1.1 Establishment and mobilization of. Identify SPs and prepare contracts with SPs	FORVAC Team
1.1.2 1.1.3 1.2.17	Shortlist of SPs from the July advertisement for local SPs to train PLUM teams should be sent to DG NLUPC for no-objection after which the SPs should be contracted with aim of starting work on training District PLUM Teams on VLUP and build capacity of District Authorities to resolve land and related natural resources use	FORVAC Team
1.2.4 1.2.5	Internal Information campaign aimed at TFS, FBD, PORALG about how FORVAC is supporting the national development priorities	FORVAC Team
1.2.6 1.2.12	Familiarize with current VCs, market channels and opportunities in the clusters and nationally.	CCs FORVAC Team
1.2.6 1.2.12	FORVAC to take on an active and catalytic role in connecting investors business people with VLFR producers and vice versa.	CCs FORVAC Team
1.2	Develop ToRs for the trainings of villagers, officials and value chain actors in Lindi Cluster.	CC-Lindi FORVAC Team, NGO SP
1.2	Develop ToRs for the support to improving efficiency of timber processing	FORVAC Team
1.2.13	Exposure trips and venues where business partners can meet with VLFR producers, participation of District Officials	CCs, FORVAC Team
1.2.13	Support VLFRs in harvesting contracts: mentoring, formulation of contracts, linkages with contractors/harvesting companies/buyers:	CCs, NGO SP FORVAC Team
2.1	Select NGO SPs for village level CapDev. Develop strategy for Village Level CapDev. To be incorporated in the ToRs for SPs	FORVAC Team
2.1	Develop Basic Curriculum to be used by NGO-SPs for village level CapDev	FORVAC Team
2.1.4	Develop strategy for Village Level Financial management CapDev. and incorporate Curriculum development and trainings in ToRs for SPs. Select SPs	FORVAC Team
2.1.5 2.1.6	Development of FORVAC tree planting package for Village level support. Training and material support for: Nursery establishment - Generate seedlings for a broad range of planting in the landscape	FORVAC Team
2.1.5 2.1.6	Development of the FORVAC Charcoal Village level support. Training and material support for: Including areas for Sustainable Charcoal production in FORVAC LUP Improved kilns	FORVAC Team
2.18	Develop the FORVAC Website to showcase achievements of FORVAC and the results of collaboration with wood processors and merchants	FORVAC Team
2.2.2	Develop modalities for training of Government officials and stakeholders in laws and regulations related to Value chain. (In-Service versus executive trainings). Including ToRs and section of SPs	FORVAC Team
2.2.9	Develop concept for the Enterprise / Innovation Centers	FORVAC Team, CCs, Districts, SHIVIMITA
2.3.1	Develop MoU with Ministries and Training Institutions on the intent to collaborate for improving the quality of the Forestry education through curriculum development and strengthening the capacity of the training staff.	FORVAC Team
2.3.2	Implement LoA with SUA for supporting the finalization of the BSc Curricula Forest Economics and Business Development	SUA
2.3.3	Discuss internally and with SUA on possibility of establishing a fund for FORVAC support to MSc, PhD dissertations that focus on Forestry Value Chains Development	FORVAC Team
2.3.3 2.3.4	National Level Scientific Workshop: - Mapping present & future gaps in national capacity related to Forestry Value Chains	FORVAC Team

	- Recommendations for how to deal with the gaps / inputs to long term capacity development plan (specialists)	
3.1.1	Possible Nane Nane participation	FORVAC Team
3.1.2	Develop Concept for active involvement of Journalists to write about FORVAC, local level value addition, HRBA and emerging issues in Forestry (outreach function by communication officer or area for outsourcing)	FORVAC Team
3.1.3 2.18	Develop and maintain the FORVAC Website to showcase achievements of FORVAC and the results of collaboration with wood producers, processors and merchants	FORVAC Team
3.1.3	Follow the guideline of the Communications Strategy in all internal communications outreach work	FORVAC Team
3.1.4	Develop curriculum for in-service training of the TNA officials at District and National level in HRBA and Forest value Chains	FORVAC Team
3.1.6	Support FBD in developing information packages and extension materials	FORVAC Team
3.2.1	Clarify level of FORVAC support to development of the MIS for monitoring Programme / Project Interventions at National / District Level	FORVAC Team, FBD, PO-RALG
3.2.2 3.2.3	Clarify level of FORVAC support to development of the National Forest and Beekeeping Info System.	FORVAC Team, FBD
3.2.4	Clarify contents of the CBFM Facts & figures and the RS Analysis. Clarify whether to work through a national task force an SP or a mix of the two	FORVAC Team, TFS, FBD, PO-RALG, NGOs
4.1.1	Identify the bottlenecks in the ways FBD Policy and Legal Unit are handling the FMPs. Determine what training is needed in order to fast-track the FMP review process and develop training program	FORVAC Team
4.1.1	Build capacity for VLFR gazettelement at District level - Initial focus should be districts in Lindi Cluster	MCIDI/TFCG

September 2019

Act.	Task	Responsible
1.1	Prepare cluster wise ToRs for the work related to activity 1.1 Establishment and mobilization of. Identify SPs and prepare contracts with SPs	FORVAC Team
1.2	CCs work with selected SPs to conduct market/supply – demand analysis for the forestry production in the project areas – mapping the needs for technical assistance	CCs and SPs
1.1 1.2	Startup of training of District PLUM Teams on VLUP and building capacity of District Authorities to resolve land and related natural resources use	Selected SPs
	Quarterly update of the figures to monitor progress on CBFM and VLUP	CC
1.2.1	Conduct cluster specific feasibility studies on Timber, Charcoal and Honey value chains in all three clusters to quantify the sustainable annual harvestable volume for us as input in value chain development.	CC and District Team
1.2.2		
1.2.12	Conduct market/supply – demand analysis for the forestry production in the project areas – mapping the needs for technical assistance	NGO-SPs at cluster level
1.2	Develop ToRs for the trainings of villagers, officials and value chain actors in Lindi Cluster.	CC-Lindi FORVAC Team, NGO SP
1.2.4	Internal Information campaign aimed at TFS, FBD, PORALG about how FORVAC is supporting the national development priorities	FORVAC Team
1.2.5		
1.2.4	Determine target groups for capacity building and develop ToRs for LoA with SP for short term support to training and workshops in Business plans and business skills development	FORVAC Team
1.2.5		
1.2.6	Familiarize with current VCs, market channels and opportunities in the clusters and nationally.	CCs FORVAC Team
1.2.12		
1.2.2.1	Develop Basic Curriculum to be used by NGO-SPs for village level CapDev	FORVAC Team
1.2.13	Quarterly FORVAC Newsletter targeted at national and District Officials + Villagers to show FORVAC achievements (Kiswahili) best practices. English language version aimed at businesses, dev partners etc. Both should also be on the website	FORVAC Team
1.2.13	Support VLFRs in harvesting contracts: mentoring, formulation of contracts, linkages with contractors/harvesting companies/buyers:	CCs, NGO SP FORVAC Team
2.1.4	Develop strategy for Village Level Financial management CapDev. and incorporate Curriculum development and trainings in ToRs for SPs. Select SPs	FORVAC Team
2.1.5	Development of FORVAC tree planting package for Village level support. Training and material support for: Nursery establishment - Generate seedlings for a broad range of planting in the landscape	FORVAC Team
2.1.6		
2.1.5	Development of the FORVAC Charcoal Village level support. Training and material support for: Including areas for Sustainable Charcoal production in FORVAC LUP Improved kilns	FORVAC Team
2.1.6		
2.1.8	Develop the FORVAC Website to showcase achievements of FORVAC and the results of collaboration with wood processors and merchants	FORVAC Team
2.1.9	Exposure trips to be undertaken when relevant to inspire communities at early stage of VC development or to get ideas to refine existing VCs	FORVAC Team CCs
2.2.2	Train Govt. officials and stakeholders laws and regulations related to Value chain	SP
2.2	Quarterly meeting with SHIVIMITA	FORVAC Team
2.2.9	Develop concept for the Enterprise / Innovation Centers	FORVAC Team, CCs, Districts, SHIVIMITA
2.3.1	Develop MoU with Ministries and Training Institutions on the intent to collaborate for improving the quality of the Forestry education through curriculum development and strengthening the capacity of the training staff.	FORVAC Team

2.3.2	Finish Implementation of LoA with SUA for supporting the finalization of the BSc Curricula Forest Economics and Business Development	SUA
2.3.2	Consider establishing a Forum of Finnish and Tanzanian training institutions for guidance on the work of developing the capacity of the staff and quality of curricula at the forestry training institutions	FORVAC Team
2.3.3	Discuss internally and with SUA on possibility of establishing a fund for FORVAC support to MSc, PhD dissertations that focus on Forestry Value Chains Development	FORVAC Team
3.1.2	Develop Concept for active involvement of Journalists to write about FORVAC, local level value addition, HRBA and emerging issues in Forestry (outreach function by communication officer or area for outsourcing)	FORVAC Team
3.1.3 2.18	Develop and maintain the FORVAC Website to showcase achievements of FORVAC and the results of collaboration with wood producers, processors and merchants	FORVAC Team
3.1.3	Follow the guideline of the Communications Strategy in all internal communications outreach work	FORVAC Team
3.1.4	Develop curriculum for in-service training of the TNA officials at District and National level in HRBA and Forest value Chains. Develop ToRs for the SP and select SP	FORVAC Team
3.1.6	Support FBD in developing information packages and extension materials	FORVAC Team
3.2.1	Develop Technical specification to the FORVAC Support to the development of the MIS system, work plan, ToRs and budget	FORVAC Team
3.2.2	Develop Technical specification to the FORVAC Support to the development of the	ICT Expert
3.2.3	Management and Market IS system, work plan, ToRs and budget	
3.2.4	Clarify contents of the CBFM Facts & figures and the RS Analysis. Clarify whether to work through a national task force an SP or a mix of the two Develop ToRs	FORVAC Team, TFS, FBD, PO- RALG, NGOs
4.1.1	Training of the Policy and Legal Unit of FBD in skills needed for review of forest management plans (FMPs) Training of FBD and TFS And in Business Development Skills Ideally through in-service training programme	Workshop and Field Visit IMED
4.2.2 4.2.3 4.2.4	Brainstorm meeting to plan the restart of the third phase of the timber tracking piloting and the fulfillment of FORVAC sub activities 4.2.2-4.2.4	FORVAC Team, TFS, FBD, PO- RALG, TRAFFIC
4.2.1	National workshop in support of the development of national action plan for timber and charcoal legality standards.	FORVAC Team FBD

Appendix 6: Examples of Terms of References with Service Providers

FORVAC will function largely through the engagement of Service Provider. As part of the assignment the ToRs request that examples of ToRs with Institutional SPs and Local Level SPs are provided to the FORVAC.

The SPs that have been selected as examples in the above categories are:

Institutional SP: Faculty of Forestry, Wildlife and Tourism at Sokoine University (CFWT, SUA). Topic of the draft ToR is the support to finalization of the Curriculum for the BSc Course Forest Economics and Business Development - set to start up October 2019 with the start of the new academic year. It has been drafted by Professor Abdallah at CFWT) and is a collaboration the CFWT at SUA is very keen on starting ASAP.

Local level SP: Mpingo Conservation & Development Initiative (MCDI). Topic of the draft ToR is the support to Villages in building capacity for Forest Management Planning and VLUP. The ToRs is a slightly edited version of the ToRs for a previous MCDI SP contract with LIMAS project. Editing done by the TNA-Team. The ToR is meant to serve as an example of what can be the topics of local level support

NB: Both ToRs are only examples / rough drafts and by no means final - they will need additional critical editing and refining, including, budgeting and defining performance indicators / triggers of payments etc. The write up should be done by FORVAC management following negotiations with SPs, and everything will need to follow FORVAC procurement process and rules.

1. Institutional Service Provider example of ToRs

Draft ToRs for consultancy service for facilitation of Stakeholders Consultation Workshop to review the BSc in Forest Resources Economics and Business Development and develop learning materials for the Programme

Background

Tanzania is among few countries in the world endowed with diverse natural resources. Investments in forestry are increasing. Area under large scale private forest investment nationwide has increased from 43,054 ha in 2013 to 51,327 ha in 2016 while that under small scale tree growers especially in Southern highlands has increased from 169,165 ha in year 2013 to about 174,143 ha in 2016. The plantation area under Central Government has increased from 83,695 ha in year 2013 to 100,368 ha in 2016 (Milledge et al., 2018). Investments in community forests (natural forests) are also increasing and some of the forests are allowed to be harvested. These enormous investments, requires effective management that need to be informed by economic principles and business skills approaches. Unfortunately these skills are lacking at various levels including in districts and villages in natural forests. Land use managers that supposed to oversee forest economic viability, entrepreneurs, marketing and business development are trained on forestry science based disciplines therefore lack necessary theories and practicals to impart business development along value chain. Sokoine University of Agriculture in the College of Forestry, Wildlife and Tourism is developing BSc in Forest Resources Economics and Business Development that is expected to be used for the coming academic year starting in October 2019. The curriculum was developed by the Department of Forest and Environmental Economics. The approval of the Programme by decision making organs such as Tanzania Commission of Universities (TCU) requires new programme to conduct stakeholders' consultation workshop and market survey. However, the Department is lacking financial capacity to enable conduction of the stakeholders' consultation workshop, market survey and to develop training materials for the courses in the Programme.

FORVAC Training Needs Assessment identified this capacity gap is proposing to overcome the gaps as enabling factor for forest products value chain development in the country. The TNA also has identified the Department of Forest and Environmental Economics as among potential service provider in this subject matter. This ToR is for institutional level capacity building in order to fill the identified gaps. The decision to engage in contract for service provision for FORVAC rests with the programme management so this inquiry is entirely non-committing.

Objective of Consultancy

Overall objective

To conduct stakeholders workshop to enable identify any gaps or any shortcoming which may affect the training courses developed from the BSc in Forest Resources Economics and Business Development and make recommendations for the curriculum to address them.

Specific objectives:

- (i) The Department will develop and/or improve the Curriculum on Bachelor of Science in Forestry and Business Development;
- (ii) The curriculum will be improved based on needs of stakeholders;
- (iii) The curriculum will be tailored based on the local context with a focus to improve the spirit of entrepreneurship for students and enhance and promote entrepreneurship within education; and

- (iv) The curriculum will incorporate innovative approaches based on the recommendations of relevant stakeholders that will be consulted within the various stages of developing the curriculum.

Deliverables

1. Identify stakeholders within the country that can improve the Curriculum;
2. Invite stakeholders and facilitate one day stakeholders workshop to share the Curriculum and sequester perspectives, needs, gaps of the stakeholders;
3. Draft and submit report on needs, gaps of the stakeholders and improvements required;
4. Review the Curriculum to improve its quality based on perspectives, needs, gaps of the stakeholders and submit to the decision making organs for approval; and
5. Draft training materials for each course ready for use in the training.

Timing and Milestone

Deliverables	Timing	Milestone
1. Relevant stakeholders that can improve the Curriculum Identified and Invited	1 day	15 th July 2019
2. One day stakeholders Consultation workshop conducted to share the Curriculum to generate views, needs and gaps	2days	10 th August
3. submit a draft report of Stakeholders Consultation Workshop that include perspectives and needs of stakeholders, and gaps	3 days	12 th August 2019
4. Improved Curriculum reviewed based on perspectives and needs of stakeholders, gaps of the stakeholders	2 days	15 th August 2019
5. Submission of curriculum to the decision making organs for approval (with stakeholders Consultation Report included as one of Appendices)		
6. Draft relevant training materials for each course	7 days	15 October 2019

2. Local level Service Provider example of ToRs

Draft ToRs for outsourcing service provision on forest management planning and support to plan implementation

1. Background

The objectives of participatory forest management (PFM) are according to Tanzanian policy documents outlined as follows:

- Forest quality; to rehabilitate, maintain or enhance forest quality and condition
- Livelihoods of user groups; to enhance local livelihoods through increased forest revenue and supplies of subsistence forest products
- Institutional arrangements; to establish or strengthen effective and representative village natural resource management institutions.

Although PFM is recognized and implemented both nationally within Tanzania and internationally a number of challenges have been identified.

The policy objectives summarized above highlight that PFM in Tanzania has never been explicitly linked with enterprise or business but has been to some extent based on a subsistence interpretation of “improving livelihoods”.

It is not unusual in the initial phases of PFM or Community Forestry implementation in any country that the focus is on institutional development and protection of the forest resource. In situations where the resource base allows, protection usually progresses to realization of wider benefits at community level. In such situations benefits usually refer to anything from controlled access to forest resources for domestic use to access to improved community services such as bore holes and schools, most of which are managed by the village government or local forest organization.

However as yet there are few models where PFM has delivered enhanced **employment opportunities or improved income at the household level through sustainable business and profitable enterprises**. It is this model that will need to be explored and developed in order to achieve the FORVAC Programme objectives. This is likely to present a number of challenges both from a technical and governance perspective. In the long run it will also be important to shift thinking away from a project approach for PFM to making it financially sustainable in terms of service delivery and technical support.

FORVAC is supporting the preparation of Village Land Use Plans (VLUP) as well as forest management plans for the XXXX villages. VLUP and forest management planning will be conducted as two separate subsequent processes.

2. Objectives and expected outputs of the assignment

This Terms of Reference describes an intervention that is meant to facilitate legal commercial utilization of village land forest reserves in the villages surrounding XXXXX, at the same time ensuring sustainable management of the resource and thereby enable long-term income generation to the respective villages. This will be achieved by providing the necessary framework (Forest Management Plans) for starting up commercial community based forest management, building capacity of and coaching the villagers in the appropriate governance and implementation of the management plans.

This assignment is expected to result in the following outputs:

- I. Approved Forest Management Plans for the VLFR in (-- NUMBER --) villages
- II. Modified model for management plans and management planning process which is possible to replicate in the remaining villages around XXXX forest and elsewhere.

- III. Capacity within 12 villages for PFRA as well as management and utilization of the VLFR in line with the management plan.
- IV. Reports as outlined under item 6 in this document.

3. Specific tasks

3.1 Detailed work planning

In the beginning of the assignment earlier FMP interventions will be reviewed and together with district staff, FORVAC staff and MJUMITA representatives the present situation will be analysed and roles and responsibilities of the various actors in the management planning agreed upon.

Within 3 weeks of commencement an inception report will be presented with a detailed work plan for the assignment to FORVAC CTA for approval. The plan will clarify the approach, schedules and human and other resource allocation (budgets) for the tasks listed here below and for other related tasks that are deemed necessary. The work plan and progress will be reviewed on a quarterly basis with the FORVAC Forestry team, and necessary adjustments and details will be included accordingly based on accumulated information and lessons learned.

The preparation of FMPs will start with completion of the plans in XXXXX villages (building upon work already carried out) and continue with (--- NUMBER ---) other villages in the same sequence as the preparation of VLUPs progress.

3.2 Initiation of Forest Management Planning in villages

The purpose and expected outcome of the forest management planning and its relation to the earlier LUP and FMP processes will be thoroughly discussed and clarified in meetings with Village Councils and Village Assemblies. Participatory Forest Resource Assessment (PFRA) teams, representing VNRCs and other stakeholder groups, for each of the villages will be formed in the Assembly meetings. Effective information dissemination of the goals, process and the expected outcome is to be ensured among the villagers, including the most vulnerable groups in the communities.

3.2 Preparations for resource assessment

Forest resource assessment will be carried out in a participatory manner, as stipulated in the national “Guidelines for PFRA and Management Planning”, and will be built upon proper preparations in form of information from villagers on their preferences and stratification of the forest into zones. Preparation for resource assessment is to include the following:

a) Training of the PFRA team

The PFRA team (a subset of the VNRC) is to be trained to carry out their tasks. The roles and responsibilities of the team members as well as logistical arrangements will also be agreed upon in the trainings.

b) Marking borders of timber harvesting zone

The borders of timber harvesting zone within each villages VLFR will be marked in the terrain (daubs of paint applied to the outside of tree trunks).

c) Zoning of the VLFR

The VNRC will be asked to nominate an area of the VLFR as a No Take Zone in which no harvesting will take place. This zone should extend to roughly 10% of the VLFR. It will serve to give additional protection to biodiversity that may be adversely affected by resource extraction.

d) Determination of area for resource assessment as well as inventory design and methodology

Resource assessment is required to produce information of the forest resource (i.e. the tree species to be utilized) to an acceptable level of accuracy. This needs to be considered both when it comes to inventory methodology and designing transects in the forest for the measurement.

The resource assessment will focus on a limited number (maximum 10) of commercial timber species, as selected by the VNRC, and that MCDI methodology for forest resource assessment will be used. However, during preparation it is to be confirmed together with District FORVAC teams whether this methodology will be combined with the inventory methodology prepared by MNRT (as described in “Guidelines for PFRA and Management Planning”).

3.3 Resource assessment

The resource assessment will include the following activities:

- Laying out the transects.
- Participatory forest resource assessment along transects.
- Participatory information analysis and calculation of Allowable Cut per species inventoried for the period.
- Presentation of results of the resource assessment to VNRC and VC.
- Production of Harvesting Plans

3.4 Forest Management Plan completion

The forest management plan completion will include the following activities:

- Discussions and views from villagers on i) management objectives, ii) utilization (both subsistence and commercial), iii) management prescriptions and iv) bylaws.
- Based on the discussions, formulation of the forest management plan and forwarding it to Districts for approval.

Contents of the management plan

The main purpose of the VLFR management plan is to guide the management and use of the forest resource. Operationalization of the management plan will take place through the annual plans of operations. A format of Annual Plans of operations is to be included in the annex of the management plan. The management plan shall include maps showing the location of the village and its VLFR as well as a map showing the different zones in the VLFR.

The management plan is to provide general information on revenue sources and guidance on management and use of the revenue. More detailed information on revenues and their management and use is to be prepared in annual operations planning and in a possible business plan to be prepared later with support from the FORVAC Programme

The forest management plan is to include the following information either in chapters or in annexes:

- Background information.
 - Socio-economic information
 - Forest description including: i) present utilization, ii) description of each zone including vegetation and iii) resource data on the commercial species.
- Objectives of the forest management with separate objectives for each zone.
- Bylaws on use of forest
- Harvesting plan for utilization of commercial species
 - Allowable cut for the planning period for each commercial species.
 - Specific guidelines for harvesting of commercial species including planning of the harvest and marking, harvesting prescriptions as well as monitoring procedures
- Management prescriptions
 - At least: Forest patrolling, Fire management
 - Possible silvicultural activities to enhance forest health and regeneration as may be suggested by FORVAC
 - Other feasible and realistic prescriptions
- Administration and management with regards to forest management and utilization
 - Rights, benefits and responsibilities of the stakeholders Village, District office, Central government
 - Monitoring of plan implementation
 - Implementation plan - annual operations planning
- Forest revenue and its management
 - Sources of revenue
 - Division of forest revenue among stakeholders
 - Possible uses of revenue in village
 - Management of village revenues

3.5 Implementation of the forest management plan

When supporting the village councils and VNRCs to develop forest management plans and capacities that ensure sustainable utilization of VLFRs, the service provider is also requested to adequately consider the Human Rights Based Approach (HRBA), good forestry governance as well as a coaching approach where villagers are empowered to take on the role as managers and decision makers on their forests.

Handing over of the management plan and operational planning

After the forest management plan has been approved by the District Council the plan is taken back to the village for implementation. The VLFR management plan is operationalized through Annual Plans of Operation (APO). The APO are to be simple, pragmatic and easily understandable and are to include activities, schedules as well as roles and responsibilities in the forest management and utilization. The APO is also to include estimates on volumes of timber to be sold and broad projections on revenues and use of the funds for forest management and other expenditure as well as possible distribution of profit among villagers. APO is the agreement within the village on management and utilization of the forest. Therefore, APO is the mechanism whereby villagers are able to judge the performance of the village decision makers. Consequently APO is simultaneously an important tool for village governance.

Support by the Service Provider (SP) to the handing over and operationalizing of the VLFR management plan is to include the following:

- Presentation of the plan to the Village Assembly as well as discussion and agreement on schedules and mode for operationalization of the plan.
- Capacity building and facilitation in preparing APOs for the first year. Here the SP is to closely cooperate with

service provider that will be selected to carry out the VCs' and VNRCs' governance training.

Timber harvesting and sales procedures

Timber harvesting will build upon the Allowable Cut determined in the management plan and decisions outlined in the AOP on estimated annual harvesting. The SP is to build capacity in and facilitate the following activities:

- Location of area for annual harvesting.
- Marketing of the timber: i) engagement with timber traders, ii) sales procedures, e.g. bidding and/or price determination, contracting, iii) marking or selecting trees for harvesting.
- Monitoring of timber utilization: i) harvest monitoring in forest and ii) trade arrangements.

Forest management

The SP will provide basic reactive support to communities for all issues arising between declaration of the VLFR and the end of contract. Typically these involve handling illegal logging, disputes between villages and disputes between different organs of the village government (E.g. Village Council and the VNRC). This support will also cover support to any initial harvesting that takes place.

4. Mode of work

Support to forest management planning as well as management and utilization of the VLFR is to be carried out through an approach where village institutions are in the "driver's seat". This implies building capacity, coaching and empowering villages to take the role as managers and decision makers, but at the same time realizing that some forestry activities are of such technical nature (e.g. resource assessment, formulation of the VLFR management plan) that the villages will need outside service providers to support in their implementation. Principles for Human Rights Based Approach are to be applied throughout the assignment. This implies e.g. when assisting the villages in preparing forest management plans and principles of sharing revenues, the SP shall include vulnerable groups in decision making and ensure that their needs are equally considered along with other stakeholder groups' preferences.

The assignment will be carried out in close cooperation with the District Council and FORVAC Team, implying frequent information sharing and opportunities for District personnel to participate in both management planning and support to plan implementation. Forest management planning is to build upon the VLUP and integrate with other governance training in the villages. Therefore the SP will work in close cooperation with the service providers on VLUP and village governance training. Especially at the interface between the completion of the VLUP and (at start-up of the management planning) involvement of this is important.

5. Team composition and criteria

The service provider shall have demonstrated experience in Tanzania of facilitating participatory forest management planning and producing approved plans and bylaws at community level in a forested area. The SP provider should also be able to demonstrate a thorough knowledge of:

- Coaching PFM implementation in practice.
- Engagement in commercial forest utilization, managing market linkages etc,
- Expertise in the utilization of participatory working methods.

The SP shall also have demonstrated skills in general community facilitation and engagement with marginalized groups, participatory forest resource assessment, mentoring and working with local governments. Proven skills in documenting the participatory process and developing clear FM plans with consistent maps that still reflect the essence of the community decision-making will be considered a great asset. Linkages and engagement in national policy level dialogue on CBFM are seen as an advantage.

6. Reporting

The SP is required to prepare the following reports and submit to FORVAC for approval:

- I. Work plan for the assignment within 3 weeks of start-up, including tentative quarterly work plans and budgets
- II. Quarterly progress and financial reports to be submitted on schedule that enables FORVAC to use data in their quarterly reports, indicating
 - Assessment of progress in terms of results vs. plans;
 - Summary of interventions ensuring that cross-cutting objectives (gender, HRBA) are being addressed;
 - Summary of engagement with the District Council and other key stakeholders;
 - Summary of any critical issues in materialization of initial assumptions, unexpected changes in the environment etc.
 - Proposals for changes needed in the implementation of the assignment
 - Financial report, indicating the breakdown of the expenditures against the plans, justifications for possible deviations from the plans;
 - Q4 report also includes elaboration of key lessons learned and proposals for further development.
- III. Completion report with following contents:
 - Progress
 - Gender and HRBA as well as collaboration with districts
 - Lessons learned

In addition MCDI field staff in XXXXXXXX will liaise regularly and meet on each month with XXXX FORVAC staff to keep them informed of progress.

7. Duration of the outsourcing and budget

The potential service provider(s) will be requested to submit a proposal to FORVAC for approval, consisting the following:

A. Technical proposal

- Field work methodology and approach when it comes to carrying out the assignment, participation of the villages and collaboration with the District Council.
- Activities, outputs and schedules.
- Personnel to carry out the outsourcing arrangement (CVs)
- Proposal or alternative proposals for organizing the needed transport service during the assignment;
- Other relevant information

B. Financial proposal with fee costs and other expected expenses.

The Service Provider is expected to cover the following:

- Computers and other basic tools for engaged staff;
- Insurance and tax obligations;
- Any other costs not covered by FORVAC.

In case of any major procurement of working tools or devices are needed in undertaking the assignment the procurement shall be channeled through FORVAC.

The proposals will be discussed and approved by FORVAC before contract signing and start-up of the assignment. Fund disbursement modalities will be agreed upon with the service provider when preparing the contract. Quarterly fund disbursement is preferred.

All proposed team members will be requested to sign and return the **Statement of Availability** at the time of signing the contract with FORVAC.

The proposal is to include clear elaborations on how the rainy season and agricultural cropping season will be considered in the service delivery both when it comes to inputs from the SP and activities to be carried out.

8. FORVAC supervision

The contracted service provider will be accountable to the FORVAC Cluster Coordinator and the CTA.

9. Time table

The assignment is to be completed by end of (MONTH)(YEAR).