



COLLEGE OF  
AFRICAN WILDLIFE  
MANAGEMENT  
MWEKA

# SHORT COURSES CURRICULUM ON COMMUNITY-BASED NATURAL RESOURCES MANAGEMENT





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# **SHORT COURSES CURRICULUM ON COMMUNITY-BASED NATURAL RESOURCES MANAGEMENT**

CAWM, MWEKA

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# INTRODUCTION

The College of African Wildlife Management (CAWM) is a learning-by-doing Tanzanian institution that focuses at training well knowledgeable professionals for managing Africa's natural heritage. With over 60 years of experience, CAWM remains participant-centered practical oriented. In response to the market's need for an innovative program that breaks down the barriers between natural resources conservation and community engagement, the College has developed a range of short courses that addresses key issues in Community Based Natural Resources Management.

Community Based Natural Resource Management (CBNRM) is effective when local communities fully participate in the planning and management of Natural Resources while benefitting from their utilization. Therefore, CBNRM presents a promising approach to mitigating or preventing environmental damage in commonly managed natural resources. The primary objectives of (CBNRM) is to conserve biodiversity, improve rural livelihoods by providing local communities with access to and control over natural resources, and promote sustainable resource management through community participation in decision-making. This will essentially translate into poverty reduction and improved environmental conservation and good governance. CBNRM objectives are pursued through a collaborative process from multiple stakeholders that includes representatives from the local communities, national resource protection agencies, local and district government, sponsoring donors, and NGOs. Although the core principles, objectives and elements of CBNRM have been identified, they are still new and evolving in most places in Africa.

CBNRM is seen as an alternative to exclusionary protectionist policies that often- ignore rural people from conservation efforts. These short courses aim to make CBNRM workers, local communities and other stakeholder constituencies for natural resources and active backers of resource protection. Due to inadequate knowledge and skills in developing and participating in conservation work, CBNRM success is limited. Further, CBNRM growth is impacted by unclear land ownership rights, inadequate institutional frameworks, corruption within local committees, lack of transparency in benefit distribution, limited capacity building for communities, poverty, disputes over resource access, and insufficient funding, often relying heavily on donor support. All these challenges hinder effective community-based implementation of conservation initiatives. It is therefore critical to have short courses that specifically addresses these challenges in CBNRM.



## RATIONALE FOR THE COURSES

These short courses aim to equip participants to become team builders and systems thinkers with broad cross-disciplinary CBNRM knowledge and skills. They are envisaged to be innovative problem-solvers with, continuous learning ability, and deep pragmatic skills for implementing CBNRM ventures. The short courses are meant for CBNRM workers and stakeholders for enhancing their performance and address the rapidly changing skill requirements in achieving CBNRM objectives. Investing in short course training can lead to a significant boost in productivity and profitability for CBNRM ventures. Furthermore, continuous learning opportunities through short courses can help retain employees and foster a culture of professional development within CBNRM. Participants thus develop critical skills, boost confidence on their daily activities and improve time management abilities. Effective short course programs on Community-based Natural Resource Management can have a positive impact on employee retention, satisfaction, and impart overall success in CBNRM Initiatives.



## COURSES

1. Monitoring and Evaluation of Community-Initiated Development Programmes
2. Resources Mobilization for Sustainable CBNRM
3. Community Engagement in Natural Resources Management
4. Managing Human-Wildlife Conflicts in CBNRM
5. Entrepreneurship and Marketing in CBNRM
6. Leadership and Governance in CBNRM
7. Social Safeguards in Natural Resource Management



# MONITORING AND EVALUATION OF COMMUNITY-INITIATED DEVELOPMENT PROGRAMMES

## OVERVIEW

Monitoring and evaluation (M&E) of Community-Initiated Development Programmes provides a systematic way to track progress, identify areas for improvement and assess the overall effectiveness of CBNRM initiatives. It also ensures accountability by providing evidence-based data on whether a CBNRM program is achieving its intended goals and making a positive impact, allowing for necessary adjustments and informed decision-making throughout the program lifecycle. This course will therefore introduce participants on how they can assess the effectiveness of CBNRM project strategies, identify areas of improvement and ensure that they are meet the project goals and objectives.

## Content

- Introduction to Project Cycle Management
- Situation Analysis
- Theory of Action and Theory of Change Results Logical Framework
- Performance Indicator Tracking Table (PITT/IPTT) or Indicator Matrix
- Linking Theory of Change to Monitoring and Evaluation
- Developing Robust Monitoring and Evaluation Systems
- Monitoring and Evaluation Tools



*Duration*

**14 Days**

### Targeted group:

Monitoring and Evaluation Officers, Project Managers, Accounts and Finance Officers, Conservationist and Scholars

### Course Fees

TZS 800,000/=

*for EAC and SADC countries*

TZS 1,600,000/=

*for non EAC and SADC Countries*

## How participants will benefit

At the end of the course, participants will be able to:

- Develop Robust Theory of Change (ToC) and Theory of Action (ToA)
- Develop a Robust Results Framework (RRF) and Performance Indicator Tracking Table (PITT)
- Develop robust monitoring and evaluation systems
- Differentiate between the “Monitoring” and “Evaluation” in theories and practice
- Link theory of change (ToC) and theory of action (ToA) with “Monitoring”
- Link theory of change (ToC) and theory of action (ToA) with “Evaluation”



### OVERVIEW

A Resource Mobilization course is meant to equip individuals and organizations with the prerequisite knowledge and skills for identifying, accessing and effectively managing the diverse resources (financial, human, material) needed to implement different projects and achieve goals. The course also seeks to ensure participants deploy sustainable interventions in building strategic partnerships and securing necessary funding through effective proposal writing and donor engagement strategies. This course is therefore crucial for NGOs, community development initiatives, and businesses seeking to expand their impact. Generally, it is meant to equip participants with the knowledge and skills necessary for them to master resource mobilization techniques for financing development projects and to enhance their capacity to adopt clear, methodical and predictable approaches for mobilizing financial resources.

### Content

- Introduction to Resource Mobilization
- Understanding Community Needs and Priorities
- Types of Resources and Funding Sources
- Developing Fund Raising Plans
- Donor Engagement Strategies
- Effective Communication and Marketing
- Monitoring and Evaluation

### How participants will benefit

At the end of the course, participants will be able to:

- Understand the principles of resource mobilization and its significance in community development projects
- Identify various sources of funding and resources available for community-based initiatives
- Create effective fundraising plans tailored to specific projects
- Apply effective communication and marketing techniques for attracting donors and supporters
- Implement monitoring and evaluation processes to ensure transparency and accountability in resource utilization



*Duration*

**Seven (7) Days**

#### **Targeted group:**

**CBNRM Workers,  
Conservationist and Scholars**

#### **Course Fees**

**TZS 800,000/=**

*for EAC and SADC countries*

**TZS 1,600,000/=**

*for non EAC and SADC Countries*



## OVERVIEW

A community engagement short course is important for equipping participants with appropriate knowledge and skills necessary to effectively interact with and involve community members in decision-making processes. Appropriate community engagement will allow for more inclusive, sustainable management of NRM projects and initiatives by fostering genuine partnerships and participation. Ultimately, it will create positive social change within a given area. Generally, Community engagement is a fundamental process used throughout the world to attract and involve stakeholders and communities' opinion and participation in various programs.

## Content

- Introduction to Community Engagement
- Key Community Engagement Methods
- Building Trust and Collaboration
- Community Engagement Challenges and Adapting Strategies
- Evaluating Impact and Ensuring Sustainability



*Duration*

**Seven (7) Days**

**Targeted group:**

**CBNRM Workers,  
Conservationist and Scholars**

### Course Fees

**TZS 800,000/=**

*for EAC and SADC countries*

**TZS 1,600,000/=**

*for non EAC and SADC Countries*

## How participants will benefit

At the end of the course, participants will be able to:

- Articulate the significance of community engagement in fostering sustainable development
- Identify and select appropriate community engagement methods and tools in specific project goals and different community contexts
- Design and implement well-rounded engagement strategies that foster collaboration, inclusivity, and active participation among diverse stakeholder groups within communities
- Analyze potential challenges and conflicts that may arise during community engagement initiatives and apply problem-solving techniques to address them while maintaining ethical and respectful practices
- Evaluate the effectiveness of community engagement efforts

### OVERVIEW

Human-Wildlife Conflict (HWC) short course seeks to strengthen the participants with appropriate knowledge and skills on how to manage conflicts between humans and wildlife. Normally, HWC can threaten the safety and livelihoods of people, while humans can also harm wildlife and their habitats in various ways. This course will focus on imparting the participants with the requisite skills on how to manage human-wildlife conflicts at large and empower communities to be able to undertake mitigation measures that will enable to protect them and increase their resilience to wildlife impacts.

### Content

- Costs and Benefits of Human Wildlife Interaction
- One Health Approach to Enhancing Human Wildlife Co-existence
- Traditional Knowledge and Skills (TKS) in Addressing HWC
- Traditional Knowledge Approaches in Enhancing Human Wildlife Co-existence
- Innovative Technologies to Addressing HWC
- Innovative Technologies in Combating HWC to Enhance Human Wildlife Coexistence
- Innovative Technologies for Conserving Biodiversity in CBNRM



*Duration*

**Seven (7) Days**

#### **Targeted group:**

**CBNRM Workers**

**Conservationist and Scholars**

#### **Course Fees**

**TZS 800,000/=**

*for EAC and SADC countries*

**TZS 1,600,000/=**

*for non EAC and SADC Countries*

### How participants will benefit

At the end of the course, participants will be able to:

- Articulate costs and benefits of human wildlife interaction in CBNRM.
- Apply one health approach to enhance human wildlife coexistence
- Use traditional knowledge to combat HWC in CBNRM
- Use traditional knowledge to enhance wildlife management in CBNRM
- Use technologies to combat HWC to enhance human wildlife coexistence



**OVERVIEW**

Knowledge in entrepreneurship and marketing is vital it equips the participants with the necessary knowledge, skills, and mindset to start and successfully manage CBNRM businesses. This includes the practical tools for strategic planning, marketing, financial management, and customer service -ultimately boosting their confidence and increasing their chances of entrepreneurial success. It also fosters innovation and economic growth within CBNRM by encouraging new business ventures and appropriately managing existing businesses. Further, marketing component will equip participants with appropriate knowledge and skills necessary to effectively promote and sell CBNRM products or services, understand customer behavior, develop targeted marketing strategies, and ultimately drive CBNRM business growth by creating awareness and generating leads, making it a crucial element for success in CBNRM business environment.

**Content**

- Entrepreneurial Skills for Designing and Launching of Innovative CBNRM Ventures
- Business Plan for CBNRM Ventures
- Marketing Plan for Seizing Opportunities in CBNRM
- Strategic Marketing Place

*Duration***Seven (7) Days****Targeted group:****CBNRM Workers****Conservationist and Scholars****Course Fees****TZS 800,000/=***for EAC and SADC countries***TZS 1,600,000/=***for non EAC and SADC Countries***How participants will benefit**

At the end of the course, participants will be able to:

- Articulate entrepreneurship skills to design innovative ventures in CBNRM.
- Prepare business plan
- Prepare marketing plan
- Prepare strategic marketing plan for CBNRM

### OVERVIEW

Leadership and Governance course should equip participants with the appropriate knowledge and skills necessary to effectively lead teams, make informed decisions, inspire others, manage conflict, and navigate change. Ultimately, it will contribute to increased CBNRM success and personal growth by developing crucial leadership qualities like communication, vision, and strategic thinking. Further, participants will be equipped with essential skills on how to create a vision for their CBNRM team and how to inspire others towards achieving it. Participants will also be equipped with skills on how to delegate tasks, build trust, and resolve conflicts in CBNRM organization. Further, aspects of lobbying and negotiation skills will be covered. Participants will also be exposed to the requisite knowledge and skills necessary to effectively managing CBNRM operations, ensuring ethical decision-making, accountability, transparency, and compliance with regulations, ultimately leading to improved performance and stakeholder trust within CBNRM. The course is particularly important for CBNRM apex bodies, board members and leadership teams to understand their roles and responsibilities in governance practices within CBNRM.

### Content

- Apply Leadership Skills to Manage CBNRM
- Apply Communication Strategies to Address CBNRM Issues
- Apply Governance Principles in Managing CBNRM
- Use Lobbying and Negotiation Skills in Managing CBNRM
- Apply Conflict Resolution Skills to Resolve Issues in CBNRM
- Use Stakeholders Engagement Skills to Manage CBNRM
- Use Legal and Regulatory Frameworks in Managing CBNRM



**Duration**  
**Seven (7) Days**

**Targeted group:**  
CBNRM Workers  
Conservationist and Scholars

#### **Course Fees**

**TZS 800,000/=**

*for EAC and SADC countries*

**TZS 1,600,000/=**

*for non EAC and SADC Countries*

### How participants will benefit

At the end of the course, participants will be able to:

- Use leadership skills to manage CBNRM ventures
- Prepare communication strategies in managing CBNRM  
Engage different stakeholders in managing CBNRM
- Use legal and regulatory frameworks in managing CBNRM venture
- Use lobbying and negotiation skills to solicit funds for managing CBNRM



## OVERVIEW

Social Safeguards in Natural Resources Management is the course that critically assess components of sustainable development and responsible project implementation. It is designed to offer knowledge and skills for effectively managing environmental and social risks in CBNRM projects ensuring that activities do not harm the environment or vulnerable communities. It seeks to ensure that different projects taking place within CBNRM comply with local and international regulations, protect biodiversity, promote environmental sustainability, and uphold the rights and welfare of affected communities. The course is ideal for professionals involved in project design, implementation, and monitoring, particularly those working with government bodies, NGOs, donor-funded projects, and international organizations. It covers the principles, policies, and procedures for integrating environmental and social considerations into project planning, execution, and evaluation within CBNRM.

## Content

- Apply Social and Environmental Safeguards (ESS) in Managing CBNRM
- Prepare Social and Environmental Safeguards Plans
- Prepare Environmental and Social Risks Plans in CBNRM
- Employ ESS to Address Gender Gaps and Promote Women Empowerment
- Use Gender Analysis Approach in Enhancing Gender Participation
- Use Legal and Regulatory Frameworks Related to Human Rights
- Apply Grievance Redressing Mechanisms to Gauge the Concerns of Stakeholders
- Prepare Monitoring and Evaluating Mechanisms for ESS



*Duration*

**Seven (7) Days**

**Targeted group:**

**CBNRM Workers**

**Conservationist and Scholars**

**Course Fees**

**TZS 800,000/=**

*for EAC and SADC countries*

**TZS 1,600,000/=**

*for non EAC and SADC Countries*

## How participants will benefit

At the end of the course, participants will be able to:

- Describe rationale for ESS
- Prepare ESS Plans
- Use ESS to address gender gaps and enhance women empowerment
- Apply gender analysis in enhancing gender participation in NRM
- Use legal and regulatory frameworks related to human rights in NRM
- Apply Grievances Redressing mechanisms to incorporate stakeholder's concerns

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### Admission

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