

Wildlife Conservation (Pasiansi Wildlife Training Institute)
(Establishment)

GOVERNMENT NOTICE NO. 465 published on 19 June 2020

WILDLIFE CONSERVATION ACT,
(CAP. 283)

ORDER

(Made under section 96(1))

THE WILDLIFE CONSERVATION (PASIANSI WILDLIFE TRAINING INSTITUTE)
(ESTABLISHMENT) ORDER, 2020

PREAMBLE

WHEREAS, in 1966 the Government established the Natural Resource Institute (NRI) under the Flora and Fauna Conservation Ordinance, Cap 302 to offer courses in natural resources;

AND WHEREAS, the Fauna Conservation Ordinance was repealed by the Wildlife Conservation Act and in the mid-seventies the objectives and the name of the Institute changed to Game Scout Training Centre (GSTC) in order to provide wildlife management training to game scouts;

AND WHEREAS, the basic roles of the game scouts were to combat poaching and problem animals control and the course duration was six months;

AND WHEREAS, in the late nineties due to changes in wildlife policies and game scouts responsibilities, the curricula of the courses offered by the Institute were reviewed to keep pace with such changes and needs to put more emphasis on law enforcement, and:

- (a) new entry qualification changed from primary education into secondary education (CSEE);
- (b) the name of the Institute was changed from Game Scout Training Centre to Pasiansi Wildlife Training Institute (PWTI);
- (c) the course duration was changed from six months to nine months;
- (d) the Institute was registered in 2002 and in 2007 it was fully accredited by the National Council for Technical Education (NACTE); and
- (e) discipline and paramilitary code of conduct were strengthened due to change in poaching techniques and tactics.

AND WHEREAS, in 2019, the Institute embarked on another major curricula review, development of new programmes and compliance with the requirement of NACTE to conform with its Strategic Plan for the Year 2019-

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2024 and the restructuring of the Ministry so as to welcome and pave way for paramilitary code of conduct;

CONSIDERING THAT, after the repeal of the Flora and Fauna Ordinance, all changes, reviews and developments in the curricula, programmes and name of the Institute were made administratively;

NOW THEREFORE, I HAMISI A. KIGWANGALLA, the Minister of Natural Resources and Tourism, in exercise of the powers conferred upon me by section 96(1) of the Act, do hereby declare as follows:

PART I
PRELIMINARY PROVISIONS

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| Citation | 1. This Order may be cited as the Wildlife Conservation (Pasiansi Wildlife Training Institute) (Establishment) Order, 2020. |
| Interpretation
Cap. 283 | 2. In this Order-
“Act” means the Wildlife Conservation Act;
“academic staff” means a person employed by the Board for purposes of teaching;
“administrative staff” means a person employed by the Board for purposes other than teaching;
“Board” means the Governing Board of the Institute appointed under paragraph 6;

“Institute” means the Pasiansi Wildlife Training Institute established under paragraph 3;

“Minister” means the Minister responsible for wildlife;
“Ministry” means the Ministry responsible for wildlife; |
| Cap. 129 | “National Council for Technical Education” or “NACTE” means the National Council for Technical Education established under the National Council for Technical Education Act; and |

PART II
ESTABLISHMENT OF THE INSTITUTE AND THE BOARD

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| Establishment of
Institute | 3.-(1) There shall continue to be the Pasiansi Wildlife Training Institute, also known in its acronym as “PWTI”.

(2) The Institute shall be a body corporate and shall:
(a) have perpetual succession and common seal;
(b) in its corporate name, be capable of suing and being sued;
(c) be capable of holding, purchasing or otherwise acquiring any movable or immovable property and disposing of any of its properties; and
(d) with the approval of the Board and subject to such terms and conditions, have power to borrow such sums of money as it may require for its purpose. |
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Functions of Institute	4.-(1)The functions of the Institute shall be to- (a) provide paramilitary training in wildlife management and law enforcement; (b) promote wildlife tourism; (c) conduct research on training in wildlife management and related studies; (d) offer short courses in wildlife management and paramilitary; and (e) provide consultancy services in matters related to wildlife and paramilitary. (2) The functions performed by the Institute under subparagraph (1) shall be provided in areas other than those provided by the College of Wildlife Management.
Powers of Institute	5. The powers of the Institute shall be to- (a) offer certificates, diploma and other awards in its name to persons in respect of courses of study provided by the Institute and approved by the Board; (b) deprive persons of any certificates, diploma or awards granted to them by the Institute for what the Institute shall deem to be “good cause”; and (c) do all other acts and things incidental to the powers aforesaid in furtherance of the functions of the Institute.
Establishment of Governing Board	6.-(1) There is hereby established a board to be known as the Governing Board of the Institute. (2) The Governing Board shall be composed of ten members, namely- (a) the Chairman of the Board; (b) the Director of Wildlife; (c) the Director General of the Tanzania National Parks ; (d) the Director General of the Tanzania Wildlife Management Authority; (e) the Conservator of the Ngorongoro Conservation Area Authority; (f) a senior academic staff from the College of Wildlife Management; (g) the Director of Legal Services within the Ministry; (h) a senior academic staff from a higher learning institution; (i) a representative of the staff of the Institute; (j) a student commander; and (k) the Principal who shall also provide secretariat to the Board. (3)The Chairman and other members of the Board shall be appointed by the Minister. (4) The tenure of the office of the Board, meetings and procedural matters of the Board shall be as set out in the First Schedule to this Order.
Functions of Board	7.-(1) The Board shall be responsible for overseeing the management, strategic direction and accountability of the Institute in carrying out its day to day functions. (2) Without prejudice to the generality of subparagraph(1), the Board shall- (a) give directions on matters pertaining to the growth and sustainability of the Institute; (b) identify new growth areas and expand the Institute programme design and curricula development; (c) ensure financial sustainability of the Institute, monitor financial performance and approve the annual budget of the institute;

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- (d) formulate policies of the Institute;
- (e) administer the funds and properties of the Institute;
- (f) provide for the welfare of the students and the staff of the Institute;
- (g) do all acts or things which may legally be done and are necessary for the proper carrying out of the functions of the Institute.

(3) The Minister may, for better carrying out of the functions and powers of the Board, give directives to the Board and the Board shall implement such directives.

remuneration of
members of board

8. Members of the Board shall be entitled to such remuneration, fees and allowances as may be determined by the Government.

PART III
ADMINSTRATION

Staff of Institute

9.-(1) There shall be academic and administrative staff of the Institute.

(2) The academic and administrative staff shall be appointed by the Board-

- (a) on such terms and conditions of service as may be determined by the Board subject to the laws governing public service; and
- (b) in case of a person seconded to the Institute from the Government or any organisation, on such terms and conditions of service as may be agreed between the Institute and such other organisation.

(3) The Board may, subject to such terms and conditions, delegate to any person or body of persons the power to appoint any member of staff of the Institute other than the Principal and Deputy Principal.

Principal and
Deputy Principals

10.-(1) There shall be a principal of the Institute who shall be the chief executive officer of the Institute.

(2) The Minister shall, in consultation with the Board, appoint the Principal of the Institute.

(3) The Board may, on such terms and conditions of service, appoint Deputy Principals for-

- (a) planning, finance and administration; and
- (b) academics, research and consultancy.

Responsibilities of
the Principal

11. The Principal shall be responsible for-

- (a) the administration of the Institute in accordance with this Order and the policy of the Institute;
- (b) the academic management of the Institute in accordance with the policy of the Institute;
- (c) the proper enforcement of decisions and directives of the Board;
- (d) the welfare and discipline of the students of the Institute;
- (e) controlling and issuance of firearms and ammunitions and their safe custody;
- (f) preparation of budgets of the Institute;
- (g) preparation of quarterly and annual reports to be submitted to the Ministry;
- (h) overseeing the implementation of the Institute curricular as per NACTE

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regulations;

- (i) overseeing the curriculum development;
- (j) overseeing development projects of the Institute;
- (k) monitoring the discipline of staff and students;
- (l) preparation of the Institute prospectus; and
- (m) evaluation of the annual training performance.

Termination and
resignation

12.-(1)The Minister may terminate the appointment of the Principal if the Principal-

- (a) is convicted of a criminal offence involving dishonesty or fraud;
- (b) is incapacitated by prolonged physical or mental illness; or
- (c) fails to fully discharge his responsibilities as prescribed in this Order.

(2)The provisions of subparagraph (1) shall, with necessary alterations, apply to Deputy Principals.

(3)The Principal or Deputy Principal may at any time, resign by giving a thirty days notice in writing to the Board.

Framework
Document

13. Other matters relating to governance, accountability and administration of the Institute shall be specified in the Framework Document set out in the Second Schedule to this Order.

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FIRST SCHEDULE

(Made under paragraph 6(5))

MEETING AND PROCEDURAL MATTERS OF THE BOARD

Vice-Chairman	1. The members of the Board shall elect from amongst their number a Vice-Chairman who shall be eligible to be re-elected for one further term in that office.
Tenure of office	2.-(1) Unless membership is otherwise terminated due to misconduct or non-attendance, without reasonable excuse, at three successive meetings of the Board, the tenure of office of the members of the Board, save for members whose appointment is by virtue of their position, shall be three years. (2) Members referred to under subparagraph (1) shall be eligible for re-appointment for one further term.
Secretariat	3. The Principal shall appoint two officers to act as members of Secretariat to the Board.
Meetings of Board	4.-(1) There shall be not less than three ordinary meetings of the Board in each year. (2) An ordinary meeting of the Board shall be convened by the Chairman and the notice specifying the place, date, time and agenda of the meeting shall be sent to each member at his usual place of business or residence not less than fourteen days before the date of the meeting. (3) The Chairman or in his absence the Vice-Chairman shall convene a special meeting of the Board upon receipt of a request in writing in that behalf signed by not less than three members of the Board and where such special meeting is convened, the agenda for such meeting shall be sent to each member at his usual place of business or residence not less than seven days before the date of the meeting. (4) A meeting of the Board shall be presided over by the Chairman or in his absence the Vice-Chairman and where both the Chairman and the Vice-Chairman are absent, by a member elected by the members present at that meeting. (5) The quorum at any meeting of the Board shall be half the number of the members.
Committees of Board	5. The Board may establish such committees as it deems necessary to enable it to discharge its functions.
Power to co-opt	6. The Board or any Committee established by the Board shall have the power to co-opt any person to the Board or Committee either generally or for a specific item of business and such co-opted person shall have all the rights and duties of a member of the Board or Committee but shall not have the right to vote on any matter before the Board or Committee.
Disclosure of interest	7. A member who has any interest, direct or indirect in any matter coming before the Board or Committee shall, as soon as is reasonably practicable, disclose the nature of that interest to the Chairman or Vice-chairman and shall not, thereafter take part in any decision on that matter nor, except with the consent of a majority of the members present at that meeting, take part in any deliberations of the meeting in that matter.

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Board to regulate its proceedings 8. Subject to the provisions of this Schedule, the Board shall regulate its own proceedings.

Annual report 9. The Board shall submit to the Minister an annual report setting out its current activities and indicating its future activities together with a set of audited accounts.

SECOND SCHEDULE

(Made under paragraph 13)

MANAGEMENT FRAMEWORK DOCUMENT

1. INTRODUCTION

1.1 Background Information

The Flora and Fauna Conservation Ordinance of 1959, Cap 302 established the Natural Resource Training Institute in 1966 which in 1990's came to be known as Pasiansi Wildlife Training Institute.

The Institute is under the Ministry of Natural Resources and Tourism and was registered in 2002 with the National Council for Technical Education, and later in 2007 was fully accredited to provide training under NACTE guidelines. The Institute has well designed programs that are demand driven and customer oriented in line with National Wildlife Policy of 2007 and National Tourism Policy of 1999. The graduates are awarded certificates according to the National Technical Award level 4 and 5 namely Basic Technician Certification in Wildlife Management and Law Enforcement (BTCWLE) and Technician Certificate in Wildlife Management and Law Enforcement (TCWLE) respectively. Various customer-designed Short courses are also offered tailored to meet specific training needs in conservation of natural resources.

Pasiansi Wildlife Training Institute is the Institute offering paramilitary training in wildlife management and law enforcement for the majority of the operational level staff in the Wildlife sub-sector in Tanzania. The Institute has a Governing Board responsible for overseeing day to day administrative activities for effective utilization of resources, implementation of priorities, control of the budget and expenditures and the implementation of regulations.

1.2 Curriculum Development

Since 1966 to 2019 the Institute has undergone six major curriculum reviews as follows:

- (i) The first syllabus was developed in 1960s to offer training in natural resources. The course duration was three months and the entry qualification was basic literacy in reading and writing. The graduates were awarded a certificate of completion;
- (ii) In 1970s, the natural resources course offered was narrowed to game scout training. The name of the Institute was changed from Natural Resource Training Institute to Game Scout Training Centre-GSTC. The entry qualification was Standard seven (STD VII) completion certificate and course duration was six months and nine months. The graduates were awarded Basic Certificate in Wildlife Management (BCWM);
- (iii) In 1980s, the curriculum was revised and more emphasis was put on law enforcement due to increased illegal killings of elephants and rhinos for trade. The name of the Institute changed from to Pasiansi Wildlife Training Institute;

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- (iv) In 1990s, PWTI the student's entry qualification was changed from certificate of completion of STD VII to Certificate of Secondary Education (CSEE). This was necessitated by the change in civil servants' scheme of service;
- (v) In 2002 and 2007 the Institute was registered and accredited respectively by the NACTE. This accreditation led to the categorization of the curriculum into two programs i.e. Basic Technician Certificate in Wildlife Management (BTCWM) and Technician Certificate in Wildlife Management (TCWM);
- (vi) In 2014, the curriculum was revised and more emphasis was put on law enforcement, discipline and paramilitary code of conduct. This was necessitated by increased wildlife conservation challenges such as illegal killings of elephants. The names of the programs offered were changed to Basic Technician Certificate in Wildlife Management and Law Enforcement (BTCWLE) and Technician Certificate in Wildlife Management and Law Enforcement (TCWLE) respectively;
- (vii) In 2019, the Institute reviewed the curriculum for the existing programmes and developed a new curriculum for the course Basic Technician Certificate in Tour Guiding and Safety (BCTGS) and Technician Certificate in Tour Guiding and Safety (TCTGS). The review and development were made in order to conform with the institute's Strategic Plan for the year 2019-2024 and Ministry of Natural Resources and Tourism restructuring civil servants form of service to paramilitary code of conduct.

1.3 Government Policies and Priorities

Tanzania has several policies that address matters of natural resources and biodiversity conservation as mentioned above. However, this framework highlights policies relevant to PWTI.

1.3.1 National Wildlife Policy of 2007

The National Wildlife Policy advocates for conservation of wildlife and their habitats, management and developing wildlife resources, wetlands of biological importance and prevention of illegal use of wildlife throughout the protected area networks by taking appropriate surveillance and law enforcement. In managing and developing protected areas, the policy focuses on promoting greater public awareness and understanding of wildlife related issues as well as generating and retaining sufficient revenue from tourism activities.

1.3.2 Wildlife Conservation Act No.5 of 2009

The Wildlife Conservation Act No. 5 of 2009 and its regulations are responsible for the conservation of wildlife and ensuring protection, management and sustainable utilization of wildlife resources, habitats, ecosystems and the non-living environment, supporting such resources, habitats or ecosystems with actual or potential use or value. The Institute is established pursuant to section 96 (1) of the Wildlife Conservation Act to offer training to professionals game and park rangers who are the key resources in wildlife management and law enforcement.

1.3.3 The Institute's Strategic Plan

The strategic plan for 2019-2024 entails to guide day-to-day decisions by the Institute from budgeting, monitoring and evaluation of activities in connection with Medium Term Expenditure Framework (MTEF). The plan also serve as a public relations tool for seeking support for wildlife training and related activities. The strategy stipulates five core areas of operation as follows:

- (i) Strengthened initiatives to fight HIV/AIDS and non-communicable diseases;
- (ii) Good governance and national anti-corruption plans enhanced;
- (iii) Training in wildlife law enforcement and tourism enhanced;
- (iv) Research, consultancy and short course services improved;
- (v) Improved working environment, staff and students' welfare.

1.4 Justification for Having Establishment Order of Pasiansi Wildlife Training Institute

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Pasiansi Wildlife Training Institute has been in operation for 54 years and went through major institutional changes for the purpose of improving its academic performance. In the late nineties, the United Republic of Tanzania adopted restructuring of all technical training institutions and colleges through NACTE. These include registration and accreditation to NACTE standards, improving academic staff and curricula. The academic structure and operations modes of the institutions depend solely on the National Council for Technical Education Act, Cap 29 and its Regulations. In order to comply with that Act, the Institute was registered and fully accredited in 2002 and 2007 respectively. However, the Institute is facing great challenges to conduct training in accordance to NACTE regulations and guidelines.

- (i) Section 96 (1) of the Wildlife Conservation Act No. 5 of 2009, empowers the Minister to establish Training Institutions or centres to run training programmes and offer courses for Wildlife Management other than those offered by the College of Wildlife Management.
- (ii) the government has been implementing reforms in various sectors to improve its performance. Among the reforms include the Public Sector Reform Programme (PSRP), Local Government Reform Programme (LGRP), Public Financial Management Reform Programme (PFMRP) and Legal Sector Reform Programme (LSRP). The PSRP focuses on improved service delivery to the client and the best way to achieve this desired state is for public institutions to separate policy and regulatory functions from service delivery functions. The Ministry of Natural Resources and Tourism has been implementing reforms in line with Government reform programmes. In the course of reforms all 25 parastatals under the Ministry were privatised and /or restructured, three Executive Agencies have been established (Tanzania Forest Service, Tanzania Tree Seeds Agency, National College of Tourism), Tanzania Wildlife Management Authority was established and now establishment of Pasiansi Wildlife Training Institute that would be autonomous and whose mandate shall be to train professional game and park rangers who are the key human operational resources in wildlife management and law enforcement.

2. INSTITUTIONAL PROFILE AND FUNCTIONS OF PASIANSI WILDILIFE TRAINING INSTITUTE

2.1 Introduction

Pasiansi Wildlife Training Institute operates under the Ministry of Natural Resources and Tourism responsible for training game and park rangers in wildlife management and law enforcement. Graduates are employed in different wildlife conservation organisations such as Tanzania National Parks (TANAPA), Ngorongoro Conservation Area Authority (NCAA), Tanzania Wildlife Management Authority (TAWA), Wildlife Management Areas (WMA's) and private organisations or tour companies. Apart from training, the institute provides research and consultancy services in wildlife management and law enforcement in related fields.

2.2 The Statutory Mandate

The Institute is established as an autonomous corporate body with statutory mandate to undertake paramilitary training wildlife management and law enforcement. The Institute collaborates with other training institutions in maintaining the standards provided by NACTE.

2.3 Vision

To be a centre of excellence in providing training in wildlife management and law enforcement.

2.4 Mission

To offer quality paramilitary training in wildlife conservation and tourism management for sustainable development through long-term specialized courses, short courses, and research and consultancy services.

2.5 Objective, Roles and Functions

2.5.1 Objective

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Training wildlife management and law enforcement to professional game and park rangers as per NACTE standards and conducting research, consultancy services and provision of short courses.

2.5.2 Roles and functions

- (i) provide paramilitary training in wildlife management and law enforcement;
- (ii) promote wildlife tourism;
- (iii) conduct research in wildlife and related studies; and
- (iv) provide consultancy services in matters related to wildlife.

3. MANAGEMENT STRUCTURE, GOVERNANCE AND ORGANIZATION

The Institute's organization structure gives a guideline how each unit works at the Institute, its objective and functions. It is a systematic representation that captures the working relationships between positions in an establishment, often serving to illustrate the divisions of responsibility and lines of authority in the overall organization. It provides guidance and clarity on managerial authority and lines of communications.

The management structure of the Institute shall take cognizance of its legislative mandate in its new dispensation as a body corporate and as a legal person. Furthermore, the Institute is established as a training Institute in order to comply with NACTE and the Ministry's civil servants reforms to be paramilitary.

Consequently, the Institute form of training is paramilitary in wildlife management and law enforcement, whereby students are trained in paramilitary code of conduct, ballistics and handling of firearms and ammunitions.

The organisational structure of the Institute is as per NACTE requirement, whereby the key top positions comprises of Governing Board, Principal and Deputy Principals. The management structure clearly defines the Institute's span of control, clear communication lines and an elaborate chain of command. These are important in facilitating two-way information flow in the organization as well as avoiding information sink through red tape and inefficient bureaucracy.

3.1 The Board

The Institute shall have a Board that will be responsible for overseeing the management, strategic direction and accountability of the Institute in carrying out its functions.

3.2 The Management

The Institute shall be managed by the Principal who shall be assisted by two Deputy Principals namely Deputy Principal Academics, Research and Consultancy and Deputy Principal-Planning, Finance and Administration. The responsibilities of the Principal are set out in the Order. The responsibilities of the Deputy Principals are as set out herein below:

3.2.1 Functions and responsibilities of the Deputy Principal Academics, Research and Consultancy

The functions and responsibilities of Deputy Principal Academics, Research and Consultancy are the following:

- (i) advising Principal on matters of academics, research and consultancy services;
- (ii) secretary of training committee meeting;
- (iii) overseeing implementation of institutes' examinations rules and regulations;
- (iv) Chairman of examination moderation committee;
- (v) compiling and evaluating student's examinations results and presenting to training committee;
- (vi) preparing transcripts and certificates after the approval of the examination results by the Governing Board; and
- (vii) preparing draft of Institute prospectus.

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3.2.2 Functions and responsibilities of the Deputy Principal-Planning, Finance and Administration

The functions and responsibilities of Deputy Principal Planning, Finance and Administration are the following:

- (i) advising the Principal on matters of planning, procurement, finance and administration;
- (ii) chairman of Institute delegated tender board;
- (iii) advising Principal on staff career development and welfare; and
- (iv) conducting review of Institute strategic plan.

3.3 Tourism Management Department

Objective

To provide an outstanding theory and practical training by equipping students with skills on tourism management issues as per tour guiding and safety programme.

Functions

- (i) coordinating the implementation of the programme;
- (ii) creating and exploiting new opportunities in order to secure new areas of teaching and /or research;
- (iii) ensuring module assessment plans are prepared and implemented as per plan; and
- (iv) ensuring that Institute equipment /facilities under the departments control are properly and serviced as required.

3.4 Wildlife Management Department

Objective

To provide an outstanding theory and practical training by equipping students with skills on wildlife management and law enforcement issues.

Functions

- (i) coordinating the implementation of the programme;
- (ii) creating and exploiting new opportunities in order to secure new areas of teaching and /or research;
- (iii) ensuring module assessment plans are prepared and implemented as per plan; and
- (iv) ensuring that Institute equipment /facilities under the departments control are properly and serviced as required;

3.5 Research, Consultancy and Short Courses Coordination Unit

Objective

To provide overall coordination of research, consultancy and short courses services

Functions

- (i) coordinating and managing short courses training;
- (ii) preparing the draft for Research and Consultancy Policies;
- (iii) preparing draft research project proposals to donors;
- (iv) conducting needs assessment survey to identify training gaps for short courses;
- (v) conducting research workshops;
- (vi) preparing report of research, consultancy and short courses unit; and
- (vii) linking short courses and consultancy with the teaching and research functions.

3.6 Public Relations and Marketing Officer

Objective

To maintain a positive reputation of the Institute with the public, prospective customers, partners, investors, employees and other stakeholders.

Functions

- (i) advising the Principal on various advertisements, speeches and reports of the Institute to the public;
- (ii) promoting Institute products to users;
- (iii) providing the necessary research to identify target customers and other audience; and planning and executing special public outreach and media relations events.

3.7 Planning, Finance and Budget Unit

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Objective

To conduct planning, creating and monitoring overall plans, budget and financial services of the Institute.

Functions

- (i) advising DPFA on reforms to improve the effectiveness of budget spending and delivery of services to staff and students;
- (ii) preparing budget estimation;
- (iii) preparing draft auditors concerns to the Principal as they arise; and
- (iv) supervising collection of revenue for the Institute.

3.8 Planning and Project Development Unit

Objective

To develop donor funded project proposals, to monitor and evaluate the implementation of the Institute's strategic plan.

Functions

- (i) preparing draft plans and maintaining accurate project records;
- (ii) custodian of agreements with donors and monitors planning and project reports;
- (iii) reviewing and evaluating reports on plan performance;
- (iv) ensuring implementation of the Institute's projects; and
- (v) coordinating preparation of medium term strategic plan, budget, and annual plan and monitoring their implementation.

3.9 Finance and Accounts Unit

Objective

To create and monitor overall budget and financial services of the Institute as per financial Act and the Institute accounting manual.

Functions

- (i) reviewing and implementing Institute financial regulations, policies and procedures it may be required;
- (ii) ensuring timely preparation of monthly, quarterly performance reports and submits to management;
- (iii) preparing the Institute's final accounts report and submits to the management and the same to external auditors for auditing;
- (iv) responding to audit queries;
- (v) ensuring that account functions are carried out in accordance with financial regulations;
- (vi) participating in preparing budget and budgetary control systems and ensures that
- (vii) Institute's budget is implemented according to the approved budget;
- (viii) ensuring timely and consistent accurate budgeting and financial reporting internally and externally;
- (ix) ensuring high standards of book keeping, financial accounting and noncurrent asset management; and
- (x) Revenue collection.

3.10. Internal Auditor Unit

Objective

To provides assurance to management regarding key financial risks and advice for the same.

Functions

- i) performing a valuation audit;
- ii) providing quality auditing services with a view to enhancing accountability in the Institute;
- iii) protecting against fraud and theft of Institute assets;
- iv) evaluating the efficacy of risk management procedures that are currently in place;
- v) ensuring that the Institute is complying with relevant laws and statutes; and
- vi) conducting periodic audits to check the accuracy of recordkeeping and accounting and ensuring that procedures and controls are working properly.

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3.11 Quality Assurance Control Unit

Objective

To ensure that all training activities are conducted in accordance with the set standards.

Functions

- i) overseeing, monitoring and controlling quality of training;
- ii) conducting instructors and students training evaluation;
- iii) ensuring the implementation of quality assurance policies and management plan;
- iv) evaluating status of teaching equipment and facilities; and
- v) ensuring the Institute provides the necessary inputs to enhance provision of quality training.

3.12 Legal Services Unit

Objective

To contribute proactively to the achievement of Institute objectives by enabling the success and mapping the legal risks in management of training activities.

Functions

- (i) providing legal advice on interpretation of laws, terms of contracts, terms of agreements, investment memoranda and contracts, procurement contracts, guarantees, letters of undertaking, memorandum of understanding, consultancy agreements and other types of agreements and legal documents;
- (ii) contributing to the preparation of proposed bills and subsidiary legislation and recommending for their amendments; and
- (iii) making follow up and assisting in prosecution of cases in courts of law maintaining a data base on courts decisions and ensuring safe custody.

3.13 Procurement and Supplies Unit

Objective

To provide expertise and services in procurement, storage and supply of goods and services for the Institute.

Functions

- (i) preparing Annual Procurement Plan;
- (ii) procuring supplies of the Authority in accordance with the approved procurement plan and provision of the law for the time being in force;
- (iii) undertaking secretariat duties for the Institute delegated Tender Board;
- (iv) maintaining proper records of the Institute's supplies, assets and properties;
- (v) preparing periodic procurement and supplies reports;
- (vi) responding to audit queries pertaining to procurement and stores; and
- (vii) preparing procurement contract documents.

3.14 Dean of Students Unit

Objective

To enforce Institute policies, laws, regulations and procedures and advise the Deputy Principal Academics. Research and Consultancy on the students' discipline.

Functions

- (i) preparation of students' orientation program and relevant information;
- (ii) monitoring and evaluating students' social welfare at the Institute;
- (iii) coordinating, counselling and guidance to students;
- (iv) overseeing and advising the Institute Students Organization;
- (v) ensuring that the Institute's rules and regulations guiding students' life at the Institute are adhered to; and
- (vi) providing secretariat to the students' Disciplinary Committee.

3.15 Registration and Admission Office

Objective

To conduct student admission and registration as per relevant laws.

Functions

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- (i) maintaining applicants records and data;
- (ii) processing admission, readmission applications and registration as per relevant laws and regulations; and
- (iii) liaison NACTE's desk officer of the Institute admission and registration.

3.16 Examination Unit

Objective

To coordinate all examination matters as per relevant laws Institute's examination regulations and rules

Functions

- i) coordinating examinations activities as per Institute almanac and regulations;
- ii) keeping and maintaining students' examination records;
- iii) secretary of examination committee; and
- iv) liaison NACTE's desk officer of the Institute examination.

3.17 Curriculum Development Unit

Objective

To ensure that the Institute has approved curriculum, that contributes towards addressing stakeholder's conservation needs and student professional career development.

Functions

- (i) coordinating the implementation of the Institute curriculum;
- (ii) liaison NACTE's desk officer of the Institute curriculum;
- (iii) coordinating curriculum review and development process;
- (iv) preparing draft of the Institutes' almanac and training timetables; and
- (v) coordinating the preparations of developing curriculum.

3.18 Registration and Administration Unit

Objective

To provide expertise and human resource services to the administrative aspect of the Institute.

Functions

- (i) planning, co-ordinating, directing and controlling all personnel and administrative matters of the Institute;
- (ii) developing, recommending and advising Management on personnel and administrative plans, policies and procedures;
- (iii) maintaining comprehensive file system for personnel and administrative data and information;
- (iv) monitoring and handling routine staff matters such as staff recruitment of laboures, discipline, performance appraisal, retirement, termination, staff grievances, etc;
- (v) coordinating the allocation of housing to the staff of the Institute;
- (vi) coordinating the Institute's graduation ceremonies and social welfare events.

3.19 Estate Management Unit

Objective

To devise actions which will mitigate unfavourable impacts on Institutes' environment

Functions

- (i) supervising the cleanliness of the premises and maintenance of the institute environment;
- (ii) preparing estate unit report;
- (iii) inspecting the cleanliness and vandalism of Institute properties such as dormitories, staff houses, offices, classrooms, garage, laboratories and the environment on daily bases;
- (iv) maintaining the Institute landscape and the drainage system; and
- (v) keeping records on rents of Institute projects such as shops and conference room.

3.20 Infrastructure and Project Development Unit

Objective

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To enhance and promote sustainable development of Institutes' infrastructures, and developing draft Institute donor funded project proposals.

Functions

- (i) overseeing the maintenance and rehabilitation of the Institutes' infrastructures;
- (ii) developing Institution draft projects;
- (iii) managing institutional projects; and
- (iv) advising Principal on the infrastructures and projects matters.

3.21 Dispensary Unit

Objective

To provide timely health care to students and staff

Functions

- (i) introducing programs to prevent non-communicable disease;
- (ii) preparing estimates for the need for medicine and medical supplies
- (iii) overseeing the sanitation of the Institute; and
- (iv) advising Principal on health matters concern students and staff.

3.22 Training Services and Support Unit

Objective

To provide access to resources and information services necessary for learning, teaching and research activities.

Functions

- (i) facilitating the availability of the reference materials, teaching gears, tools and facilities;
- (ii) providing institutional repositories;
- (iii) promoting access to appropriate and accurate information to serve user needs; and
- (iv) ensuring safe custody of the teaching references materials, trophies, equipment, gears and facilities.

3.23 Information and Communication Technology Unit

Objective

To manage, generate and disseminate information by using modern technology for teaching and general public use.

Functions

- (i) developing and coordinating Integrated Management Information System for the Institute;
- (ii) ensuring that hardware and software are well maintained;
- (iii) coordinating and providing support on procurement purchase of software and hardware in the Institute;
- (iv) Implementing ICT and e-Government policy;
- (v) Producing and disseminating documents including brochures, articles, newsletters etc to inform the public on policies, programmes, activities and reforms undertaken by the Institute;
- (vi) developing and conduct in-house ICT training;
- (vii) establishing, monitoring and reviewing Institute ICT guidelines; and
- (viii) carrying out regular uploading and updating of the Institute's Website.

4. INSTITUTE STRATEGIC PLAN AND CONTROL

4.1 Strategic Planning

The transformation of the Institute to be autonomous is a complex process and therefore requires a carefully and clearly outlined strategic plan that takes into account the vision, mission and the overall strategy of the Institute, and has a buy in from all members of staff and stakeholders. Taking into consideration the aforementioned statement, the Institute has a second Strategic Plan for the year 2019/20 to 2023/24 that was prepared by all members of the staff, and key stakeholders. Also, the Institute has business plan and funding strategies for the year 2019-2024. Implementation of these plans requires the Institute to be autonomous.

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Activities for the implementation of the Strategic Plan are monitored periodically in order to ensure that they are executed according to plan. Each department or unit continuously strives to identify deviations from the plan and device workable mitigation measures in time so as to avoid poor performance on some targets. Outcomes of interventions shall be evaluated and reported accordingly. Monitoring and Evaluation is a participatory process. Quarterly and annual performance reports from heads of units are used to assess the level of achievement of each target in the annual work plan in relation to the Strategic Plan.

4.2 Business planning

The Business Plan is a strong business tool, which provides the Institute with every detail about its core activities and allows reviewing the hard, clear facts that are needed to make strong and successful decisions. The Institute, has business plan for the year 2019-2024 which is valued and reviewed periodically accordingly. This is particularly important because the Business Plan understands the ins and outs of envisaged business from its core operations to its customer service. This analysis of the business plan and its external environment helps the management to conduct its activities and develop the business strategies.

4.3 Capitalization

Pasiansi Wildlife Training Institute is a government training institute under the Ministry of Natural Resources and Tourism. Its employees are the civil servants whom their salaries and other operational and development costs of the Institute are paid directly by the Government and wildlife management authorities such as Wildlife Division, Tanzania Wildlife Protection Fund, Tanzania Wildlife Management Authority, Tanzania National Parks, and Ngorongoro Conservation Area Authority. The Institute is the only institute mandated to offer wildlife management and law enforcement training to professional game and park rangers who are the main workforce at operational level in the wildlife management.

The wildlife management authorities through tourism activities, contribute significant revenue towards national income whereby the authorities' rangers are trained at the Institute. It is therefore important for the Government and the wildlife management authorities to continue to provide funds and pay employees' salaries like any other Government owned training institutions accredited by NACTE. It is expected that, after five years the services offered by the Institute will be improved; and the Institute will generate funds to meet its operation and development costs and pay dividends to Government.

4.4 Funding strategies

The Institute has a funding strategy for the year 2019-2024 to implement the strategic and business plans. It is however, envisaged that the following could be the sources of institutional funds: internally generated revenue such as student fees, short courses fees and fees for consultancy services, statutory contributions from wildlife authorities, Government funds for salaries and other charges, and funds from development partners. Further details are as elaborated in the Institute's funding strategy.

4.5 Guiding principles

Pasiansi Wildlife Training Institute is established under section 96 (1) of the Wildlife Conservation Act No. 5 of 2009. The Institute was registered and fully accredited by NACTE to provide technical education and training for the professional game and park rangers. It is the only Institute mandated to offer paramilitary training in wildlife management and law enforcement. Based on the fact that the nature of training involves training on the use of firearms, and government trophies, it is anticipated that the Institute will continue to comply with the laws, rules and regulations regarding firearms, the Wildlife Conservation Act, the National Council for Technical Education Act and other conservation and environmental laws.

5. FINANCING AND BUDGET

The Institute will continue to practice financial professionalism in the revenue collection. Currently, the source of revenues are student fees (long and short courses), statutory contributions from wildlife Authorities, Government funds for salaries and other charges, and development partners. The current annual budget estimate of the Institute excluding employees' salaries is four billion shillings whereby, fifty three percent (53%) of the estimate

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budget is from student fees. The current revenue collection by the Institute from student fees and short courses will be increased or reduced dependence from the Government.

5.1 Sources Of Revenue

5.1.1 Internal sources of revenue

The internal sources of revenue will include tuition fees, application fees, short courses as well as fees for research and consultancy activities. It is assumed that number of students enrolling at PWTI will continue to increase from one year to another especially after launching two new programmes in 2020/21. This increase in enrolment will also lead to a proportional increase on the tuition fees and application fees.

5.1.2 Statutory contributions from wildlife management authorities

The Institute is expected to continue receiving funds from wildlife management authorities as per Sec 99 (1) of Wildlife Conservation Act. These authorities will contribute annually to the Institute's budget through the Tanzania Wildlife Protection Fund. The computation of annual contributions of these stakeholders to the Institute's budget is made under an assumption that their gross incomes will be constant.

5.1.3 Government funding

The central Government through the Ministry of Natural Resources and Tourism will continue to contribute to the Institute's budget through 'Other Charge' (OC) and employee salaries.

5.1.4 Development partners

This group constitutes the donors who have been supporting the Institute's activities from time to time. Their contribution per year is expected to increase gradually from one financial year to another.

5.1.5 Setting student's fees

The Institute offers long and short courses, the fees will be set by the Institute Governing Board as per technical institutions' fees rules and guidelines. The fees will be reviewed periodically to reflect the actual financial need to provide quality training services.

5.2 Operating cost

Operating costs are expenses that are associated with administering the Institute operation on a day to day basis. Operating costs of the Institute include both fixed and variable costs. These are important costs to be known and projected since the business nature of the Institute will depend on the operating cost. The details of these costs will be elaborated by the corporate business plan by reviewing the existing business plan of 2019-2024. Salary, wages and fringe benefit as a part of operating cost will be indicated in the Scheme of Service Manual and factored in the business plan.

5.3 Budgeting

The Financial Year of the Institute and the budgeting cycle will follow the Central Government's budget cycle. The Medium Term Expenditure Framework will be used as a budgeting tool to implement the Institute's Strategic Plan. The budget outlining the expected expenditure and the items to be expended on as well expected revenue and revenue sources will be prepared by the management and submitted to the Board for approval. The annual budget shall be approved by the Governing Board at least two months before commencement of the new financial year. The Board will send the approved budget to the Minister for notification at least a month before commencement of the new financial year. Based on the approved annual budget, the Institute shall prepare the Annual Work Plan for budget implementation. All disbursements shall be based on the approved budget and the management shall be bound to implement the budget as approved. Should there be any necessity for amendment or alteration, the management shall have to prepare a supplementary budget for Board's approval and the Minister's endorsement. The Institute shall also prepare a Monitoring and Evaluation Plan to track down budget implementation as well as evaluate the level of performance. The Board shall also develop financial guidelines and manuals in accordance with the Public Finance Act, Cap. 348.

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5.4 Reporting

The Principal will continue to prepare an Annual Report and Accounts each year by producing a single document which is prepared in accordance to the Government Financial Reporting Manual and Guidance and submitted to the Governing Board for approval. The Board shall, within three months, after the end of each financial year, submit to the Minister an annual performance based financial report on its activities, together with the copies of the audited statements of accounts and copies of the report of the auditors. The Minister shall cause a copy of the annual report submitted to him to be laid before the National Assembly within two months of the receipt of the report.

5.5 Accounts and Audit

The Principal, as the Accounting Officer, shall continue to produce and sign audited annual accounts annually and in accordance with the Public Finance Act, in particular with the provisions which require the accounts to be prepared in compliance with the accounting principles and disclosure requirements of the Government Financial Reporting Manual. The annual accounts shall be subject to external audit by the Controller and Auditor General who is required to give an audit opinion as part of his Certificate and Report on public organization's financial status to Parliament.

6.0 REVIEW AND AMENDMENT OF THE MANAGEMENT FRAMEWORK
DOCUMENT

6.1 Review

This Management Framework Document will be reviewed by the Institute, in consultation with Treasury Registrar and the Ministry of Natural Resources and Tourism after every five years.

6.2 Amendment

The Board and Principal may agree at any time to amend the Management Framework Document in consultation with the Ministry and with the agreement of Treasury Registrar as appropriate. Minor amendments to keep the Management Framework Document up-to-date that do not require such formal approval will be made by the Board in consultation with the Ministry as the need arises.

6.3 Publication

Copies of the Management Framework Document and subsequent revisions will be placed in the libraries and websites of both the Institute and the Ministry of Natural Resources and Tourism.

Dodoma,
6th June, 2020

HAMISI A. KIGWANGALLA
Minister for Natural Resources and Tourism