



UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM

CONSERVATION INVESTMENT PLAN FOR THE MINZIRO NATURE FOREST RESERVE LANDSCAPE



MARCH 2017



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IN PARTNERSHIP WITH



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PREFACE

The Minziro Nature Forest Reserve is the largest forested landscape in Northwest Tanzania and provides ecosystem services valued at USD 119 million a year. Such a landscape can yield significant economic and development returns. The investments proposed in the present Conservation Investment Plan (CIP) would help to ensure that Minziro's ecosystem services continue to support livelihoods and economic opportunity into the future.

It is with great pride that the Government of Tanzania presents the Minziro Conservation Investment Plan, which is aimed at achieving sustainable management of the Minziro Nature Forest Reserve and its adjacent area for biodiversity conservation and improved livelihoods.

The Minziro CIP was prepared in response to a request from the Tanzania Ministry of Natural Resource and Tourism with support from the United States Agency for International Development (USAID) through the "Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development (PREPARED)" Project. PREPARED works in partnership with the Lake Victoria Basin Commission (LVBC), the East African Community, and partner states. In 2016, the LVBC Biodiversity Task Force issued a directive for CIPs to be developed in biologically significant areas of the Lake Victoria Basin. The framework and content of the CIPs were developed at a regional expert meeting held in February 2016 in Nairobi, Kenya, which was attended by staff from partner government institutions in Burundi, Kenya, Rwanda and Uganda, a representative from the LVBC, as well as PREPARED and LTS-Africa project staff and consultants. The Minziro CIP was prepared through a consultative process. Through a series of multi-stakeholder meetings on conservation activities and needs in Minziro, the views of stakeholders who manage, depend upon, and impact the Minziro Nature Forest Reserve landscape and resources were gathered, prioritized, and organized. These meetings involved representatives from district councils, local communities, the LVBC, Vice President's Office, Regional Administrative Secretary's office, Ministry of Natural Resources and Tourism, Tanzania Forests Service, Tanzania Wildlife Authority, Tanzania National Parks, and the United Nations Development Program/Global Environment Facility.

Many different central and local government agencies, nongovernmental organizations, and civil society and community groups are implementing programs that touch on biodiversity and ecosystem conservation in the Minziro Nature Forest Reserve landscape—the Minziro Nature Forest Reserve and adjacent villages in Missenyi and Bukoba Rural Districts. The CIP was developed to complement and assist with funding their programs of work in a way that supports coordinated implementation of the 2015/16-2019/2020 Management Plan for the Minziro Nature Forest Reserve. The CIP targets donors, investors, the Government of the United Republic of Tanzania, and government agencies who have an interest in biodiversity and ecosystem conservation in the landscape, particularly those who seek to support the implementation of the Management Plan.

The Minziro CIP contributes toward the government's stated conservation and development strategies in Kagera Region and Tanzania in general. It supports the government's efforts to implement the Five-Year Development Plan (2016/17-2020/21). The Five-Year Development Plan prioritizes industrialization and human development with a view to achieving middle-income country status by 2025.

The preparation of this Minziro CIP involved many players and collaborative efforts. On behalf of the government, I would like to express my sincere appreciation to all Development Partners including the Government of the United States of America through USAID who supported the CIP processes through the PREPARED Project, the Vice-President's Office-Union Matters and Environment, the Kagera Regional Secretariat, local LGAs, and communities in Minziro for their valuable cooperation and inputs.

The United Republic of Tanzania is fully committed to the implementation of the plan. It is my expectation that potential donors, investors, and government partners will be able to support the projects outlined in the CIP to realize our common objectives for a Minziro ecosystem that thrives together with its inhabitants.



Maj. Gen. Gaudence S. Milanzi
Permanent Secretary

Ministry of Natural Resources & Tourism

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Lucy Emerton, Willy Kakuru, and Aloyce Hapelwa facilitated the development and documentation of the Conservation Investment Plan. The CIP is the outcome of a consultative process, which involved multiple individuals and institutions, and serves to bring together their stated priorities, strategies, policies and plans. The authors owe particular gratitude to participants at the CIP planning and validation workshops held in November 2016 and January 2017: John Kaaya, Leonard Mayeta, Albert Sylvester, Khadija Malongo, Deus Bwoyo, and Albert Dede Sylvester of the Ministry of Natural Resources and Tourism; Gerald Kamwenda of the Tanzania Forest Services Agency/United Nations Development Programme Global Environment Facility (UNDP GEF) Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania project; Bernard Mwigulu, Conservator of Minziro Nature Forest Reserve; Neil Burgess of United Nations Environment Programme - World Conservation Monitoring Centre (UNEP-WCMC); Hadji Hatibu and Florian Mkeya of Tanzania Forest Services Agency; Hassan Namkeleja of the Wildlife Division; Alex Choya of the Tanzania Wildlife Authority; Morris Kilewo of Tanzania National Parks (TANAPA); Onesphory Kamukuru of the Vice President's Office; James Matekerere of the Missenyi District Council; Kiselu Haji of the Kagera Regional Administrative Secretary's office; Gertrude Mathia of Bukoba Rural District; James Matekere of Missenyi District; Adonia Simon of Igayaza Village; Festo Paulo of Minziro Village; and Fred Mngube of the Lake Victoria Basin Commission. The authors are also grateful for the technical, organizational, and logistical support of Evans Mwangi, Anne Malawa, Chelsea Keyser, and Rowan Alusiola of the PREPARED Project as well as Michael Gachanja and Nyachomba Kariuki of LTS Africa.

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ACRONYMS AND ABBREVIATIONS

BSA	Biologically Significant Area
CIP	Conservation Investment Plan
EAC	East African Community
ED-VPO	Environment Division of the Vice-President's Office
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEF	Global Environment Facility
JFM	Joint Forest Management
LGA	Local Government Authority
LVBC	Lake Victoria Basin Commission
MALF	Ministry of Agriculture Livestock and Fisheries
MCDGC	Ministry of Community Development, Gender, and Children
MNFR	Minziro Nature Forest Reserve
MNRT	Ministry of Natural Resources and Tourism
MWI	Ministry of Water and Irrigation
PREPARED	Planning for Resilience in East Africa Through Policy, Adaptation, Research, and Economic Development
TANAPA	Tanzania National Parks
TASAF	Tanzania Social Action Fund
TAWA	Tanzania Wildlife Authority
TFS	Tanzania Forest Services Agency
UNDP	United Nations Development Program
UNEP-WCMC	United Nations Environment Program World Conservation Monitoring Centre
USAID	United States Agency for International Development
VEC	Village Environmental Committee
VNEC	Village Natural Resource Committee

SUMMARY OF THE MINZIRO NATURE FOREST RESERVE CONSERVATION INVESTMENT PLAN

This Conservation Investment Plan (CIP) brings together needs and priorities of the various sectors, organizations, and interest groups that manage, depend on, or impact in some way the natural resources of the Mara Wetlands. It presents an integrated set of activities united under the common goal of [sustainable management of Minziro Nature Forest Reserve and its adjacent area for biodiversity conservation and improved livelihoods](#). A wide range of partners worked together to develop the CIP and will be involved in delivering it, including both central and local government agencies, nongovernmental organizations (NGOs), and civil society, as well as local community members.

This document targets potential donors and investors in conservation of Minziro Nature Forest Reserve. It has three main purposes. First, it offers a [value proposition](#) that outlines returns from investing in biodiversity and ecosystem conservation in Minziro Nature Forest Reserve and its adjacent areas. Second, it outlines a [strategic plan](#) identifying and integrating the most critical conservation funding priorities. Finally, the CIP also serves as a [marketing tool](#) for mobilizing new conservation funding flows.

The CIP harmonizes and brings together the various conservation strategies and plans developed for the Minziro Nature Forest Reserve landscape. [It specifically seeks to secure funding for implementation of the 2015/16-2019/2020 Minziro Nature Forest Reserve Management Plan](#). The CIP structures the conservation priorities laid out in the management plan into coherent, consolidated, costed sets of mutually reinforcing projects. It offers four bankable investment packages (IP) costing Tanzania shillings (TZS) 13.1 billion or U.S. dollars (USD) 6.02 million over five years, as follows:

- IP#1:** [Fostering collaborative approaches to natural resource governance and law enforcement](#). To safeguard key transboundary species, habitats and ecosystems in the Minziro-Sango Bay landscape. This consists of three projects with a combined cost of TZS 3.7 billion or USD 1.7 million.
- IP#2:** [Integrating biodiversity and sustainable livelihoods at the local level](#). To improve economic and environmental conditions for all sectors of the community. This consists of three projects with a combined cost of TZS 5.86 billion or USD 2.7 million.
- IP#3:** [Promoting community-public-private ecotourism partnerships](#). To enhance revenues, business opportunities and returns from non-extractive land/resource uses. This consists of five projects with a combined cost of TZS 2.09 billion or USD 0.96 million.
- IP#4:** [Strengthening information generation, dissemination and awareness](#). To enable more sustainable, effective and inclusive conservation and development decisions. This consists of four projects with a combined cost of TZS 1.4 billion or USD 0.66 million.

GOAL

sustainable management of Minziro Nature Forest Reserve and its adjacent area for biodiversity conservation & improved livelihoods

Investment Package 1	Investment Package 2	Investment Package 3	Investment Package 4
Fostering collaborative approaches to natural resource governance & law enforcement	Integrating biodiversity & sustainable livelihoods at the local level	Building community-public-private ecotourism partnerships	Strengthening information generation, dissemination & awareness
to safeguard key transboundary species, habitats & ecosystems in the Minziro-Sango Bay landscape	to improve economic & environmental conditions for all sectors of the community	to enhance revenues, business opportunities & returns from non-extractive land/ resource uses	to enable more sustainable, effective & inclusive conservation and development decisions
Strengthening cross-border collaboration in biodiversity & ecosystem conservation	Supporting community participation and institutions for biodiversity conservation	Elaborating an ecotourism action plan for the Minziro landscape	Undertaking socio-economic & biodiversity mapping and surveys for decision support
Supporting joint forest management planning & implementation	Developing alternative livelihood options for forest-adjacent communities	Promoting integrated nature-based, cultural and historical tourism packages	Monitoring, modelling and responding to climate change for adaptation & mitigation
Developing improved systems for mitigating human-wildlife conflict	Promoting sustainable markets and value chains for farm & forest products	Supporting local capacity to participate in tourism service delivery & partnerships	Building capacity and developing skills for conservation managers
		Designing management arrangements & safeguards for MNFR accommodation	Strengthening public education and awareness on conservation issues & opportunities
		Assessing the feasibility of water extraction & bottling facilities in MNFR	

PART I:

BACKGROUND & RATIONALE

1.1 MINZIRO NATURE FOREST RESERVE CONSERVATION CONTEXT

Located in Missenyi District, Kagera Region, the Minziro Nature Forest Reserve (MNFR) landscape contains the largest forested area in northwestern Tanzania. Due to its global biodiversity significance, BirdLife International designated MNFR as part of the worldwide network of “Important Bird and Biodiversity Areas.” Together with the contiguous Sango Bay landscape in southwestern Uganda, MNFR forms part of a much larger biogeographic unit and important transboundary biodiversity conservation site.

Parts of the landscape were designated as a Forest Reserve in 1947, which in November 2016 were regazetted as MNFR, covering 257 km². MNFR is about 20 km inland of Lake Victoria, bound to the south and the east by the Kagera River, and to the north by the Tanzania-Uganda border. The landscape is generally flat with small, scattered rocky outcrops. Patches of *Baikiaea-Podocarpus* seasonal swamp forest occupy more than three-quarters of the area. These are interspersed with extensive areas of grassland, dotted with pockets of *Acacia polyacantha* woodland and stands of Papyrus (*Cyperus papyrus*) alongside the Kagera River.

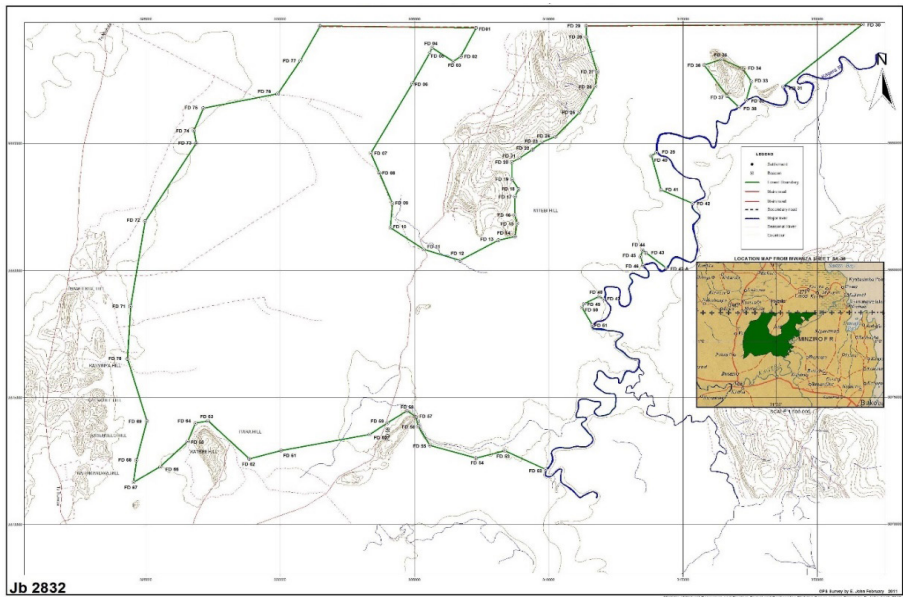


Figure 1. Location of Minziro Nature Forest Reserve

(source: Tanzania Forest Services Agency)

Considered an outlier of the Guinea-Congo lowland forests otherwise found in the equatorial belt of Central and West Africa, MNFR is known for its rich biodiversity, which include a number of plants and animals that occur nowhere else in Tanzania. Almost 250 bird species have been recorded, of which 96 are forest-dependent 58 are not found outside the Kagera Region in Tanzania, and 56 have only been seen in MNFR. The landscape hosts populations of the globally vulnerable Blue Swallow (*Hirundo atrocaerulea*) and Papyrus Yellow Warbler (*Chloropeta gracilirostris*), as well as the near-threatened Papyrus Gonolek (*Laniarius mufumbiri*). It also offers habitat to a number of primates including the Grey-cheeked Mangabey

(*Lophocebus albigena*) and Thomas's Dwarf Galago (*Galagoides thomasi*)-neither of which have been recorded elsewhere in Tanzania, as well as the Red-Tailed Monkey (*Cercopithecus ascanius*) and the Angola Colobus (*Colobus angolensis*). The African Elephant (*Loxodonta Africana*) is present as an occasional visitor from the adjacent Sango Bay Forest, and Minziro is the only site in Tanzania where the Western Tree Hyrax (*Dendrohyrax dorsalis*) has been sighted.

As a groundwater forest recharge zone. Minziro is an important component of the Kagera floodplain ecosystem, and plays a critical hydrological role-regulating the waters that flow through the Kagera River to Lake Victoria. Natural forests, grasslands, and wetlands serve to store and purify water; facilitate groundwater recharge, control floods, stabilize soils, and protect against erosion. In addition, the swamp forest landscape contains a number of spiritual, sacred, and historical sites that have cultural significance for the local Wahaya and Baganda peoples. Although undeveloped, the nature reserve hosts a small amount of tourism, mainly linked to bird watching and wildlife viewing.

Around 37,500 people or 9,000 households live in the eight villages adjacent to MNFR. The nature reserve almost encircles two of these villages (Minziro and Bulembe). In general, people's livelihoods in the forest-adjacent area are based on smallholder farming, and almost all of the local population depend heavily on natural resources and ecosystem services for their economic survival and well-being. Forests, wetlands, and grasslands provide a source of water, fish, fuel, construction materials, grass for grazing and mulching, medicinal plants, honey, wild foods, and raw materials for crafts.

As a nature forest reserve, a conservator on behalf of the Tanzania Forest Services Agency (TFS) manages MNFR. The Forest Act defines nature forest reserves as areas of land "used principally to protect nature and scenic areas of national or international significance and to maintain and enhance bio-diversity and genetic resources in an undisturbed, dynamic and evolutionary state." Extractive land and resource uses are restricted. It should, however, be noted that the national forest policy explicitly encourages the involvement of local communities and other stakeholders in forest conservation and management through joint management agreements. The MNFR Management Plan confirms the intention to establish Village Forest Management Areas to be managed jointly with the eight villages that surround the nature reserve.

The MNFR authorities work closely with the Kagera Regional Administrative Secretariat, Missenyi District local government, and village councils in the forest-adjacent area to manage and oversee conservation activities in and around the nature reserve. Other key partners include the Tanzania Wildlife Authority (TAWA); Wildlife Department and Antiquities Division of the Ministry of Natural Resources and Tourism (MNRT); Ministry of Agriculture Livestock and Fisheries (MALF); Ministry of Community Development, Gender, and Children (MCDGC); Ministry of Water and Irrigation (MWI); and the Environment Division of the Vice-President's Office (ED-VPO). In addition, a broad array of nongovernmental, civil society, community-based, and even private sector stakeholders collaborate on biodiversity conservation.

While there is only limited external support to biodiversity conservation in the MNFR landscape, three large internationally funded projects have been implemented over the last two decades, which are concerned specifically with biodiversity conservation. A number of smaller conservation and sustainable development activities have also been implemented over the years in the MNFR landscape, such as those funded under the United Nations Development Fund's (UNDP) Small Grants Program and Community-Based Adaptation to Climate Change Program, and Tanzania Social Action Fund (TASAF), as well as various initiatives carried out under the auspices of the Lake Victoria Basin Commission (LVBC) and the East African Community (EAC).

Between 1998 and 2004, the UNDP/Food and Agriculture Organization (FAO)/Global Environment Facility (GEF)-funded Reducing Biodiversity Loss at Cross-Border Sites in East Africa worked in the Minziro-Sango Bay landscape as one of its four cross-border sites. Activities under the cross-border project included assistance with capacity building, participatory forest management planning, biodiversity surveys, community-level sustainable use, and alternative incomes. Minziro is also one of the pilot sites for the ongoing TFS/UNDP/GEF-funded Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania project, which is supporting the establishment, planning, operations, and governance of MNFR, including community-based conservation activities and the development of sustainable financing mechanisms. As well as facilitating the CIP, USAID PREPARED includes the Minziro-Sango Bay swamp forests landscape as one of its nine focal biologically significant areas (BSAs) in the Lake Victoria Basin, and has been working in Minziro to assess the value of forest and wetland ecosystem services.

1.2 OPPORTUNITIES, THREATS, AND CHALLENGES

There is mounting evidence that, over recent years, MNFR's rich biodiversity and ecosystems have come under increasing pressure and are showing signs of stress. In particular, the escalating resource demands of a rapidly growing human population have led to overexploitation of forest products such as fuelwood, timber, medicinal plants, construction materials, and bushmeat. Commercially valuable *Podocarpus* species have been logged from many of the swamp forest areas. At the same time, as pressure on available land intensifies, natural habitats are being progressively modified, converted and otherwise degraded. Grasslands have been impacted by overgrazing as well as uncontrolled burning to create better pasture. Agricultural encroachment has also led to deforestation and forest loss.

The broad array of government, community, civil society, and private sector stakeholders that use, depend on, and manage MNFR biodiversity, however, represents a powerful positive force for conservation. Many are working to promote sustainable ecosystem management. The recent gazettelement of the nature reserve and development of a Management Plan in 2015 offers a major opportunity to strengthen conservation.

Recognizing that the underlying threats or root causes of ecosystem degradation are largely socio-economic in nature, efforts to mitigate threats to the MNFR center on putting in place conditions where forest users and managers are empowered and encouraged to conserve natural resources in the course of their economic activities. There is a particular focus on developing community-based conservation mechanisms such as joint forest management (JFM), and on establishing more sustainable sources of income, employment, and livelihoods. These stakeholders and their activities offer great potential and opportunities for ecosystem

conservation in support of biodiversity conservation and improved livelihoods in the MNFR landscape.

1.3 THE BUSINESS CASE FOR ECOSYSTEM CONSERVATION AND WISE USE

The Minziro Forest Reserve's wild species and natural habitats make a substantial contribution to local, national, and even global economies. They provide a source of subsistence and income that forms the basis of local livelihoods. A recent study found that wetland resource use is worth an average of US \$860 a year for households that live adjacent to MNFR (equivalent to a third or more of per capita gross domestic product [GDP]). In addition, forests, grasslands, wetlands, and other natural habitats provide important services which protect and safeguard production processes and human settlements in Missenyi and Bukoba Rural Districts, other parts of Kagera Region, and beyond. Ecosystem regulating services such as flood control, water storage and quality, maintenance of agricultural productivity, and carbon sequestration are estimated to add value and avoid losses totaling around US \$80 million a year, or more than US \$3,100 per hectare of natural vegetation.

In total, the economic value of the goods and services associated with MNFR's natural ecosystems has been calculated to be around US \$88 million a year.

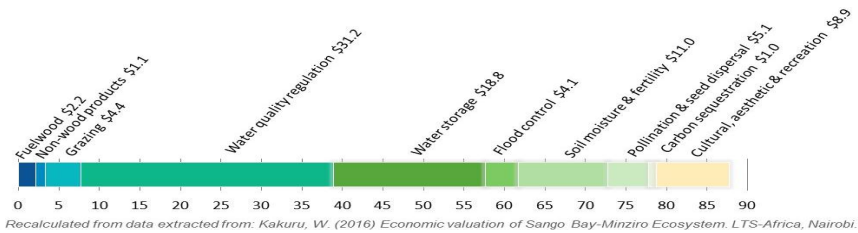


Figure 2. Economic value of Minziro Nature Forest Reserve ecosystem services (US\$ million/year)

These enormous economic values cannot (and should not) be ignored. They underline the fact that the biodiversity and ecosystems found in MNFR are far more than a static repository of biological and ecological artefacts. Rather, they form a productive-and lucrative-source of natural capital and development infrastructure, which, if used wisely and managed sustainably, will continue to generate streams of benefits into the future. There are clearly huge economic and development returns, spread across many different sectors and stakeholder groups, to be gained from investing in MNFR's biodiversity and ecosystems. Conversely, a failure to invest adequately in conservation runs the risk of undermining local livelihoods and development processes, as well as incurring considerable economic costs and losses across, and beyond, Tanzania. Given the location and role of MNFR in the lower part of the Kagera River Basin, one the likely impacts of its degradation will be on water quality, water flow, and biodiversity in Lake Victoria.

1.4 WHAT THE CIP SEEKS TO FUND

Many different central and local government agencies, nongovernmental organizations, and civil society and community groups are implementing programs that touch on biodiversity and ecosystem conservation in MNFR, and in the adjacent villages in Missenyi and Bukoba Rural Districts (the MNFR landscape). It is important to emphasize that the goal of the CIP is to harmonize, integrate, and the implementation of these various conservation strategies and plans that have been developed for the MNFR landscape. In particular, the CIP has been developed to complement and assist in funding the 2015/16-2019/2020 MNFR Management Plan. At a broader level, it also seeks to contribute toward the government's stated conservation and development strategies in the Kagera Region as well as at the national level in Tanzania.

The CIP is also consistent with, and directly supports, key global commitments in conservation and development. It has been designed around the ecosystem approach and the three interlinked goals of conservation, sustainable use, and equitable benefit sharing embodied in the Convention on Biological Diversity. In addition, CIP activities are of immediate relevance to the United Nations Framework Convention on Climate Change and Kyoto Protocol, in that they serve to strengthen both human and natural resilience and adaptive capacity, as well as to mitigate the effects of global climate change. Alongside the overriding focus on biodiversity and ecosystem conservation, sustainable development, and green growth, a concern with poverty reduction, gender equity, and empowerment of the most vulnerable and marginal groups is embedded in the CIP projects. The CIP is a key instrument to help meet the Sustainable Development Goals to end poverty, protect the planet, and ensure prosperity for all.

Yet, despite these efforts, most of the agencies and organizations working in the MNFR landscape face a critical shortage of funds. As a result, urgent conservation and development actions remain unfunded. The CIP projects target these unmet funding needs. The intention is to leverage the additional resources required to cover the financial shortfalls in existing programs, strategies, and plans, especially those relating to the delivery of the MNFR Management Plan. The CIP structures the highest priority activities into coherent, costed investment packages, for which it seeks to attract new investors and to mobilize additional funding flows.

The CIP focuses on the operational costs to carry out essential biodiversity and ecosystem conservation and associated sustainable development activities. It does not seek to raise funds to cover the core costs of maintaining the institutions mandated to coordinate and deliver conservation and sustainable development in MNFR and Missenyi/Bukoba Rural Districts. These budgets are already in place and—along with the programs that are underway—provide counterpart contributions to the projects laid out in the CIP investment packages. The financing needs outlined in the CIP are intended to supplement, not replace or subsidize, existing institutional program and project funding.

1.5 HOW THE CIP IS INTENDED TO BE USED

The CIP targets conservation managers as well as donors and investors who have an interest in biodiversity and ecosystem conservation in the MNFR landscape, particularly those which seek to strengthen the operations and management of the newly created MNFR. The plan

presents four bankable investment packages, each of which consists of three to five projects. A one-page summary of each project is provided in Section 3, which describes the need for action, outlines its scope and content, provides a list of indicative activities, explains the intended results and beneficiaries, and specifies the focal agencies and other partners.

Based on these summaries, it is expected that potential donors will be able to narrow in on specific projects, according to their particular interests, mandates, and available funds. Using the specified focal agencies as an initial point of contact, the broad concepts laid out in the CIP can then be translated into more detailed proposals, according to the focus and format required by the funder.

1.6 HOW THE CIP WAS DEVELOPED

The CIP was developed with the active participation of the stakeholders who manage, depend on, and impact the MNFR. The CIP is the product of a series of multi-stakeholder meetings that discussed conservation activities, identified and prioritized unmet funding needs, and validated the resulting draft. The LVBC convened the meetings in partnership with PREPARED. Representatives from MNRT, TFS, and MNFR together with the Missenyi and Bukoba Rural District Council members participated as key stakeholders. Staff from other relevant national, regional, and district government agencies, as well as representatives of local communities also attended the meetings.

An approximate budget is provided for the CIP. Estimates for each of the projects were based on the levels of inputs and expenditures required for similar projects under implementation in the MNFR landscape. Participants in the planning workshop (i.e., the government agencies and nongovernmental organizations involved in conservation and development activities in and around MNFR) put together these budget estimates based on their own experience of project implementation and local prices. Most of the activities contained in the CIP are based on work plans and proposals that have been budgeted (for example those laid out in the MNFR Management Plan), or seek to scale up existing pilot activities. In other words, as mentioned above, the CIP seeks to fill currently unmet needs for funding conservation and sustainable development in the MNFR landscape. The cost figures presented in the CIP are approximate, indicative estimates. The aim is to indicate the broad magnitude of funding needs for each project, investment package, and the CIP overall. As each project is developed into a more complete proposal (depending on investor interest), detailed budgets will be prepared.

1.7 SYNERGY WITH THE SANGO BAY CIP

As has been noted above, MNFR adjoins the Sango Bay landscape in southwestern Uganda. Together, the two sites form a cross-border biodiversity conservation area of immense regional and global significance. The importance of taking a concerted, coordinated approach to conserving this valuable transboundary ecosystem cannot be stressed too highly.

A CIP for Sango Bay has been developed in parallel to the Minziro CIP. While the two investment plans are of necessity presented separately (as there is currently no coordinated, shared management or funding mechanism for the transboundary site as a whole), the CIPs support and complement each other closely, and contain mutually reinforcing activities. Just as Investment Package 1 in the Minziro CIP adopts a concerted, collaborative, and harmonized

approach to bring together the efforts of both Tanzanian and Ugandan authorities, so too does Sango Bay CIP Investment Package I (“protecting key natural species and habitats”) stress fostering cross-border collaboration within the broader Sango Bay-Minziro landscape.

The two CIPs should be seen as inextricably linked in both their goals and contents. As both explicitly seek to further formalize a transboundary cooperative approach for the Minziro-Sango Bay landscape, it is to be hoped that in the future, these developments will make it possible to elaborate a consolidated, transboundary CIP which can be funded, managed, and implemented jointly.

PART 2:

INVESTMENT STRATEGY

2.1 GOALS AND INTENDED OUTCOMES

The activities laid out in the CIP contribute toward the sustainable management of Minziro Nature Forest Reserve and its adjacent area for biodiversity conservation and improved livelihoods. They are founded on the premise that the living environment should be treated as a valuable source of “natural capital” that drives development in Missenyi District, Kagera Region, Tanzania, and beyond. Yet, to fulfil this role, biodiversity and ecosystems must be managed sustainably and used wisely. This means investing sufficient funds in their upkeep, maintenance, and even improvement over time.

To these ends, four investment packages have been identified which target the most pressing conservation needs in the MNFR landscape and the most urgent shortfalls in existing financing flows. These packages seek to engage and empower local actors to work together to secure environmental and economic benefits.

The first investment package is concerned with fostering collaborative approaches to natural resource governance and law enforcement. It will work to safeguard key transboundary species, habitats, and ecosystems in the Minziro-Sango Bay landscape through cross-border teamwork and partnerships with the local community. The second investment package focuses on integrating biodiversity and sustainable livelihoods at the local level, to improve economic and environmental conditions for all sectors of the community. It has a particular concern with empowering local communities to directly participate in and benefit from conservation, by providing alternatives to environmentally damaging sources of production and consumption at the same time as adding value to conservation-based markets and business opportunities.

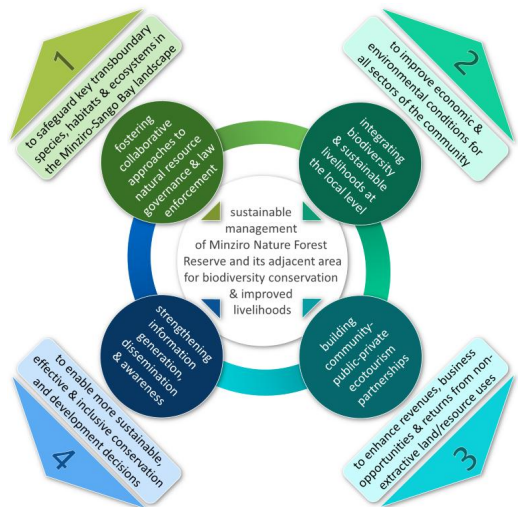


Figure 3. CIP goals and investment packages

The third investment package is directed toward building community-public-private ecotourism partnerships to enhance revenues, business opportunities, and returns from non-extractive land/resource use. It intends to support this emerging sector and ensure it is commercially viable, while also acting to enhance both the financial sustainability of MNFR and local development prospects. The fourth investment package deals with strengthening information generation and dissemination to enable more sustainable, effective, and inclusive conservation and development decisions. It seeks to ensure that up-to-date, practical, and policy-relevant information about MNFR's natural and human environment is made available, in appropriate and relevant forms, to scientists, planners, policymakers, and the public.

The CIP focuses on actions to secure ecosystem services, in other words, the benefits that humans obtain from ecosystems. These services range from the raw materials and physical

products used as inputs or consumed directly (e.g., timber, fish, and fibers), to the processes and functions that support and protect human settlements and production processes (e.g., those that preserve water quality and supplies, regulate floods and droughts, maintain soil fertility, or sustain fisheries productivity), to cultural and non-material attributes (e.g., recreational, aesthetic, spiritual, and heritage benefits). As such, ecosystem services underpin human economic activity. They also ensure resilience in the face of stress and change, and safeguard prospects for future growth. The actions contained in the investment packages are based on the recognition that human well-being and economic activities both depend and impact on ecosystem services.

The CIP seeks to manage these dependencies and impacts by adopting the principles of conservation, sustainable use, and the ecosystem approach. Unlike traditional models, which were based largely on protecting the environment by excluding human uses and users, these new approaches recognize that people are an integral part of the natural environment and that conservation should be designed and implemented within the context of equitable and sustainable development. Thus, it is only by putting in place the conditions where the perception of biodiversity and ecosystems are worth more if they are maintained, rather than degraded, depleted, or converted that people will be economically willing and able to conserve them—and in a position to capture the considerable economic gains and business opportunities from doing so. To these ends, most CIP projects include activities designed to create adequate, appropriate, and sustainable conservation incentives and financing mechanisms for ecosystem managers and users.

As it was developed in an integrated and participatory manner, the CIP aims to foster integration and cooperation between different stakeholder groups. There is particular emphasis on ensuring that the most vulnerable and marginal groups in society—who often lack a voice in conservation and development processes—are fully engaged and benefit from conservation activities, on a fair and equal basis. The CIP also acknowledges that it is only by working across interest groups, sectors, and levels of scale that it will be possible to operationalize conservation, wise use and sustainable development approaches. Community participation, private sector involvement, cross-sectoral coordination, gender equity, and social inclusion are recurrent themes, and are incorporated into the design and delivery of project activities.

2.2 COORDINATION AND DELIVERY MECHANISMS

In line with the principles of coordination and inclusion outlined above, the CIP was developed with the active participation of government, nongovernmental, civil society, and community stakeholders. Each of the projects outlined in the CIP integrates the priorities of several agencies, organizations and other stakeholder groups into consolidated bundles of activities designed for collaborative implementation.

Each project is linked with a focal agency from central and/or local government, which will be the main coordinating institution for that set of activities and the initial contact point for follow up. This agency will not necessarily take the principal role in project development and implementation. A wide variety of other partners are listed, one or more of which may also be nominated to lead in taking the project forward in terms of detailed planning. Specific roles and responsibilities for each of the listed partners (and, in many cases, additional organizations and groups) will be identified during the detailed proposal development.

PART 3:

INVESTMENT PACKAGES

OVERVIEW

The CIP comprises 15 projects, grouped into four investment packages. It covers a five-year period, with a total cost of TZS 13.1 billion or just over USD 6 million.

IP#1	P1a	Strengthening cross-border collaboration in biodiversity & ecosystem conservation	TZS 950 mill	USD 450,000
Fostering collaborative approaches to NR governance & law enforcement	P1b	Supporting joint forest management planning & implementation	TZS 780 mill	USD 350,000
	P1c	Developing improved systems for mitigating human-wildlife conflict	TZS 2,000 mill	USD 900,000
	IP#2	P2a	Supporting community participation & institutions for biodiversity conservation	TZS 1,740 mill
Integrating biodiversity & sustainable livelihoods at the local level	P2b	Developing alternative livelihood options for forest-adjacent communities	TZS 3,250 mill	USD 1,500,000
	P2c	Promoting sustainable markets and value chains for farm & forest products	TZS 870 mill	USD 400,000
	IP#3	P3a	Elaborating an ecotourism action plan for the Minziro landscape	TZS 220 mill
Building community-public-private ecotourism partnerships	P3b	Promoting integrated nature-based, cultural & historical tourism packages	TZS 220 mill	USD 100,000
	P3c	Supporting local capacity to participate in tourism service delivery & partnerships	TZS 430 mill	USD 200,000
	P3d	Designing management arrangements & safeguards for MNFR accommodation	TZS 330 mill	USD 150,000
	P3e	Assessing the feasibility of water extraction & bottling facilities in MNFR	TZS 430 mill	USD 200,000
	IP#4	P4a	Undertaking socio-economic & biodiversity mapping and surveys for decision support	TZS 250 mill
Strengthening information generation, dissemination & awareness	P4b	Monitoring, modelling and responding to climate change for adaptation & mitigation	TZS 430 mill	USD 200,000
	P4c	Building capacity building & developing skills for conservation managers	TZS 330 mill	USD 150,000
	P4d	Strengthening public education & awareness on conservation issues and opportunities	TZS 260 mill	USD 120,000

Figure 4. Summary of investment packages, projects, and costs

PRIORITIZATION

Stakeholders prioritized the projects according to whether they were considered “desirable,” “important,” or “essential.” A consolidated score was then assigned to each project, reflecting its perceived importance and urgency.



Figure 5. Ranking of projects according to priority

3.1 INVESTMENT PACKAGE 1:

Fostering Collaborative Approaches to Natural Resource Governance & Law Enforcement

Together with Sango Bay forests and wetlands, MNFR forms a key cross-border landscape, known for its exceptional biodiversity and critical ecosystem services. MNFR has considerable significance in conservation terms at national, regional, and global levels. Many of the natural resources found in the Minziro-Sango Bay landscape also form a critical part of local livelihoods as well as supporting production in other sectors such as agriculture, fisheries, water supply, energy, and tourism. Meanwhile, the ecosystem services yielded by forests, wetlands, and grasslands help to maintain clean air and water, and minimize the risk and impacts of floods, landslides, and other natural disasters. These services are becoming ever more important, as human and livestock populations increase, land and resource demands intensify, and climate change places additional stresses on natural and human systems.

Unfortunately, this valuable natural capital is under pressure. Unsustainable and illegal resource exploitation and trade, combined with the modification and conversion of natural habitats as well as off-site land degradation and water pollution result in ecosystem degradation and biodiversity loss. Integrating closely with the Sango Bay CIP, Investment Package 1, fosters collaborative approaches to natural resource governance and law enforcement and seeks to safeguard key transboundary species, habitats, and ecosystems in the Minziro-Sango Bay landscape. It adopts a concerted, collaborative, and harmonized approach to bring together the efforts of both Tanzanian and Ugandan authorities; and involves partnerships between government conservation agencies, other line ministries, and local land and resource users toward a common goal of conservation and sustainable management of the Minziro-Sango Bay cross-border landscape. Investment Package 1 targets three project interventions that are particularly important to biodiversity and ecosystem conservation, and currently face critical shortfalls in funding: cross-border collaboration and cooperation, JFM, and human-wildlife conflicts.

Figure 6. Investment Package 1 consists of three projects with a combined cost of TZS 3.7 billion or USD 1.7 million

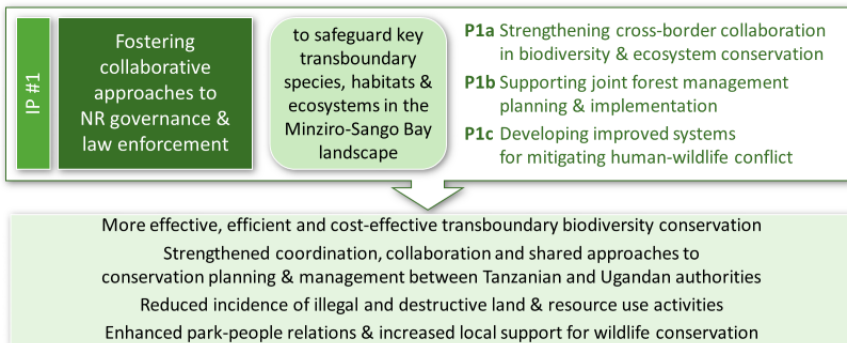


Table 1. Summary of Investment Package 1 (fostering collaborative approaches to natural resources governance & law enforcement)

PIa Strengthening cross-border collaboration in biodiversity & ecosystem conservation

Investment	TZS 950 million / USD 450,000 over 5 years
Priority	Important
Need & basis for action	<p>Minziro Nature Forest Reserve landscape is contiguous with the southern blocks of Malabigambo and Kaiso Forest Reserves in Uganda, and forms a stretch of continuous habitat for the wild animal populations that move back and forth across national boundaries. The Kagera River also crosses the border between the two countries before entering Lake Victoria. People in both countries depend on the products and services generated by this shared ecosystem and, through their actions, impact on the status and integrity of the natural environment. Just as these threats come from both sides of the border, so do the actions required to address them (and, in turn, stand to benefit both countries). Although a number of initiatives have, over the years, helped set the foundations for cross-border collaboration (i.e., there is formal collaboration between Tanzania and Uganda in biodiversity conservation at the regional level through LVBC), there is as yet no consolidated transboundary management plan for the Minziro-Sango Bay landscape nor are there direct mechanisms for undertaking shared conservation management activities. There is a clear need to harmonize conservation efforts between Tanzania and Uganda, and to foster a cooperative approach to manage the broader transboundary landscape.</p>
Scope & content	<p>The project will facilitate consultation, cooperation, and joint planning between government authorities in Tanzania and Uganda, with a view to developing a transboundary cooperative approach for the Minziro-Sango Bay landscape. The aim is not to set in place a formal plan or binding agreement, but to build a collaborative relationship and shared understanding regarding biodiversity and ecosystem conservation, which might form the basis for such a development in the future.</p>
Indicative activities	<ul style="list-style-type: none"> • Establish and operationalize a forum involving regional, national, and local experts and planners from Tanzania and Uganda to oversee conservation status, priorities, and threats. • Discuss and document shared interests, joint principles, and approaches to biodiversity and ecosystem conservation in the Minziro-Sango Bay landscape. • Develop and formalize transboundary management arrangements, including joint planning and patrols, coordinated law enforcement, and intelligence/ information-sharing. • Formulate and implement a Memorandum of Understanding for collaboration between Tanzania and Uganda in biodiversity conservation.

Results & beneficiaries	A stronger collaboration framework for cross-border biodiversity and ecosystem conservation will be set in place. The primary beneficiaries will be conservation agencies in Tanzania and Uganda; as well as local authorities, natural resource users, and conservation groups in the two countries; and East African regional-level institutions.
Focal agency	Ministry of Natural Resources and Tourism, Uganda Ministry of Water and Environment
Other partners	Tanzania Forestry Service, Ministry of Foreign Affairs and East African Cooperation, Missenyi and Bukoba Rural District Councils, Kagera Region Administrative Secretariat, nongovernmental organizations, civil society organizations, plus Uganda agencies/ organizations, Lake Victoria Basin Water Board.

PIb Supporting joint forest management implementation

Investment	TZS 780 million / USD 350,000 over 5 years
Priority	Very desirable
Need & basis for action	The habitats and resources of Minziro Nature Forest Reserve landscape is closely interlinked with local people's livelihoods. They provide a wide variety of raw materials and products for subsistence and income, as well as generating vital ecosystem services, which help to enable and protect human production and settlements. It is essential that conservation efforts should recognize, and attempt to sustain, these flows of benefits. The 2002 Forest Act provides the basis for JFM, allowing for communities, groups, and individuals to sign agreements with the government to co-manage reserved forests. The MNFR Management Plan, too, states that JFM agreements will be developed with adjacent villages. These activities, however, remain in their early stages, and JFM agreements have yet to be signed.
Scope & content	The project will support the operationalization of JFM activities as laid out in the 2015/16-2019/20 Management Plan for Minziro Nature Forest Reserve. This will involve facilitating appropriate institutional and legal arrangements at the village level, assisting in the development of village forest management areas and plans, and strengthening local awareness and capacity to engage fully in these processes.

Indicative activities	<ul style="list-style-type: none"> • Assess, identify, and survey potential JFM resources and areas. • Strengthen/establish village environmental committees (VECs) or village natural resource committees (VNRCs) to oversee JFM on behalf of the village assembly and community members. • Support awareness, capacity, and empowerment on forest rights, responsibilities, and skills among community members and VECs/VNRCs. • Provide technical and logistical support to the development of village by-laws, forest management areas, forest management plans, and associated public consultation, comment, and communication processes. • Draft, negotiate, and approve JFM agreements between village governments and TFS. • Develop and implement JFM agreements between TFS and village governments. • Pilot and monitor JFM activities.
Results & beneficiaries	<p>JFM agreements will be initiated in eight forest-adjacent villages, with the active participation of community members, local authorities, other line agencies and organizations. Support will be provided to village-level institutional development, awareness, capacity building, and dialogue to enable all players to participate fully in these processes. The primary beneficiaries will be the TFS and Minziro Nature Forest Reserve as well as the village assemblies and community members that depend directly on biodiversity and ecosystem services and stand to benefit from the forest use and access rights permitted under JFM arrangements.</p>
Focal agency	<p>Tanzania Forest Services Agency, Misenyi District Council</p>
Other partners	<p>Nongovernmental organizations, village governments; Kagera Regional Administration Secretariat</p>

PI c Developing improved systems for mitigating human-wildlife conflict	
Investment	TZS 2,000 million / USD 900,000 over 5 years
Priority	Important
Need & basis for action	<p>Human-wildlife conflict is a problem in the forest-adjacent area. Farmers, in particular, complain of crop destruction and livestock depredation by wild animals, and they perceive that due to forest and nature reserve restrictions, there is competition over land and resource use. In economic terms, the surrounding communities bear the opportunity cost to conservation efforts. While the 2007 Wildlife Policy explicitly states that the government does not intend to introduce a compensation scheme for the damage caused by wildlife, the Wildlife Conservation Act of 2013 recognizes the need to manage problem animals and to assist communities in addressing human-wildlife conflicts. There is an urgent need to apply these principles in the Minziro Nature Forest Reserve landscape. Not only do human-wildlife conflicts impose significant costs and losses on forest-adjacent households (who are, typically, ill equipped to bear them), but they also serve to undermine local support for conservation and cause hostility toward forest-managing authorities.</p>
Scope & content	<p>The project will conduct a baseline survey to measure both local attitudes to wildlife and the incidence and levels of damage suffered, and to monitor changes over time. Concrete actions will be undertaken to assist in avoiding, mitigating, and offsetting human-wildlife conflicts. The project will then pilot and test a range of innovative mechanisms, in collaboration with the adjacent community, based on local needs and conditions. These might include, for example, the development of community-based insurance schemes, mobile phone-based early warning and tracking systems, joint patrolling, farm protection schemes, and establishment of wildlife corridors. Communities will also be sensitized on how they can contribute to conservation through activities such as wildfire protection.</p>
Indicative activities	<ul style="list-style-type: none"> • Establish a baseline and monitoring system to track wildlife damages and conflicts in the forest-adjacent area, and develop a management response system to deal with problem animals and community flashpoints. • Identify, map, and monitor human-wildlife conflict hotspots. • Collaboratively develop early warning systems and mitigation plans for priority species and sites. • Support joint planning and piloting of mechanisms to assist in problem animal control and avoiding, mitigating and offsetting human-wildlife conflicts.

Results & beneficiaries	Better information on human-wildlife conflicts will enable conservation authorities to be more responsive and proactive in dealing with relevant issues early on. It is anticipated that direct avoidance and mitigation actions will serve to reduce both the incidence and severity of wildlife damages considerably, as well as to ameliorate the degree of human wildlife conflict resulting from them. The primary beneficiaries will be the Tanzania Forest Services Agency/Minziro Nature Forest Reserve and other line agencies mandated to conserve biodiversity, as well as the forest-adjacent local communities that suffer wildlife damage.
Focal agency	Ministry of Natural Resources & Tourism, Tanzania Wildlife Authority
Other partners	Tanzania Forest Services Agency, Missenyi District Council, village governments, nongovernmental organizations

3.2 INVESTMENT PACKAGE 2:

Integrating Biodiversity and Sustainable Livelihoods at the Local Level

The communities that live around MNFR depend heavily on natural resources for their day-to-day needs. Farming and fishing provide the major source of food, income, and jobs. The bulk of fuel, construction, and craft materials are sourced from woodlands and wetlands, and many people earn cash from the harvesting, processing, and sale of other nature-based products such as bricks, sand, clay, timber, charcoal, reeds, and grasses. These livelihood sources tend to be particularly important for poorer members of the community (who have limited economic opportunities), and serve as a safety net in times of stress and shock for all community members.

Meanwhile, the incidence of both rural and urban poverty remains high in Missenyi District, and many parts of the forest-adjacent area are remote from markets, other facilities, and services. Local employment and income-generating opportunities are limited. Access to markets is poor, and farmers face a number of problems: low prices, uncertain trading conditions, and generally unfavorable terms of trade. It is difficult for people to add value to production or to access improved business and marketing opportunities. Many households are forced into unsustainable land and resource use activities, as well as illegal activities in Minziro forest because of the need to generate essential food and income.

By integrating biodiversity and sustainable livelihoods at the local level, Investment Package 2 aims to improve economic and environmental conditions for all sectors of the community. Particular emphasis is placed on enhancing local access to alternative, sustainable sources of income and production and local participation in conservation decision making, especially for the poorest and most vulnerable groups. Investment Package 2 projects target three interventions, that will provide particularly important enabling conditions for integrating biodiversity and sustainable livelihoods, but are chronically underfunded: community participation and institutions, alternative livelihoods, and improved market access.

Figure 7. Investment Package 2 consists of three projects with a combined cost of TZS 5.86 billion or USD 2.7 mill

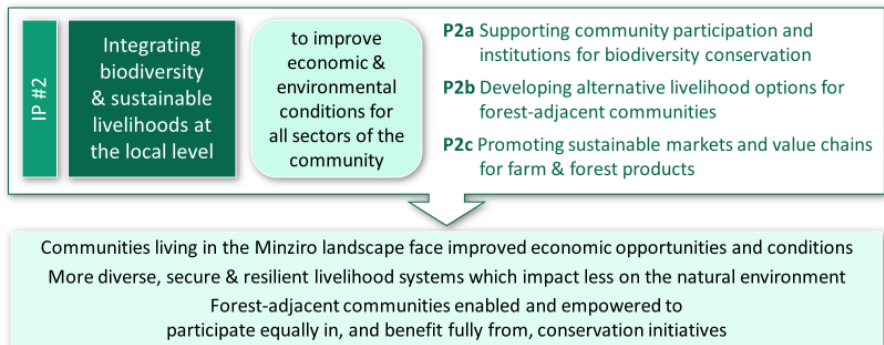


Table 2. Summary of Investment Package 2 (Integrating biodiversity and sustainable livelihoods at the local level)

P2a Supporting community participation & institutions for biodiversity conservation	
Investment	TZS 1,740 million / USD 800,000 over 5 years
Priority	Very important
Need & basis for action	Community-based approaches to biodiversity conservation are relatively undeveloped in Missenyi District and the Minziro Nature Forest Reserve (MNFR) landscape. Many local households and community-based organizations are also constrained from becoming fully involved due to their weak capacity to engage, and low awareness of their rights and responsibilities regarding biodiversity conservation. Strengthening these processes and structures is a vital prerequisite for enabling and empowering all parties to work together to operationalize participatory conservation approaches, and to benefit from the opportunities they offer.
Scope & content	This project will be coordinated by Tanzania Forest Services Agency (TFS), in collaboration with village authorities (through village environmental committees [VECs]) and village natural resource committees [VNRCs]) and community-based organizations. It will build awareness, capacity, and dialogue on biodiversity conservation. Complementing project 1b (which deals specifically with joint forest management), the focus is on operationalizing participatory and community-based approaches to biodiversity conservation and wildlife/forest management within MNFR and its buffer zone.
Indicative activities	<ul style="list-style-type: none"> • Support multi-stakeholder platforms in MNFR-adjacent villages to promote dialogue, negotiation and collaborative planning between community members, local government and TFS/ MNFR. • Support the operations of VECs and VNRCs in MNFR-adjacent villages. • Raise awareness and sensitization of government and community members. • Train government and community members on key skillsets. • Identify, plan, and pilot at least one on-the-ground activity or process in each MNFR-adjacent village which will serve to kick-start and demonstrate participatory and community-based approaches.
Results & beneficiaries	Institutional frameworks for community participation in biodiversity conservation will be operationalized, resulting in improved park-people relations around MNFR. It will also contribute toward improved and more cost-effective biodiversity conservation, and decreased incidence of illegal and unsustainable land and resource activities. The primary beneficiaries will be community members living in MNFR-adjacent villages, TFS and MNFR authorities, and village-level conservation institutions.

Focal agency	Ministry of Natural Resources & Tourism, Tanzania Forest Services Agency
Other partners	Missenyi District Council, village governments, nongovernmental organizations.

P2b Developing alternative livelihood systems for forest-adjacent communities

Investment	TZS 3,250 million / USD 1,500,000 over 5 years
Priority	Essential
Need & basis for action	The Minziro Nature Forest Reserve landscape is predominantly rural. Local income and employment opportunities remain extremely limited, while the incidence of poverty remains high. Lacking accessible or affordable alternatives, most households depend heavily on the natural resource base for their daily subsistence and income needs, and as a safety net for emergencies or unforeseen stresses and shocks. Not only does this put pressure on biodiversity and ecosystems (which are steadily intensifying as population grows and people's needs and aspirations expand), but it means that many people face narrow and insecure livelihoods. They continue to engage in less-preferred, low-return activities, which do not enable them to improve their socio-economic status or escape poverty.
Scope & content	This project will support alternative livelihood options for forest-adjacent communities. These will be explicitly linked to environmentally sustainable and biodiversity conserving practices, and are intended to replace or substitute unsustainable and illegal activities. They are anticipated to span farming, fisheries, natural resource, and non-biodiversity related activities, and may involve the provision of grants, in-kind support, and/or loans. A special focus will be given to the identification of livelihood options, which can add value at the household level, generate significant multiplier effects across the local economy, and directly engage and benefit the poorest and most vulnerable groups. Efforts will also be made to ensure that the supported activities are viable and acceptable at the local level, and will be sustained (or even scaled up) after project funding ends.

Indicative activities	<ul style="list-style-type: none"> • Conduct participatory assessment of community livelihood needs, constraints, and opportunities. • Conduct consultative technical, financial, and social scoping and feasibility studies to identify at least three alternative livelihood pilots to be carried out in Minziro Nature Forest Reserve-adjacent villages. • Support the provision of key inputs, materials, training, and extension to enable the planning, uptake, and maintenance of selected livelihood activities, involving households, local government, and community-based organizations. • Develop exit and scaling-up strategy, and handover of community-based projects and support structures.
Results & beneficiaries	Local livelihoods will improve, diversify, and become more secure for all sectors of the population, leading to improved socio-economic status among forest-adjacent households and reduced pressures on the natural resource base. The primary beneficiaries will be rural communities and small businesses in the forest-adjacent area.
Focal agency	Ministry of Natural Resources & Tourism, Tanzania Forest Services Agency, Minziro Nature Forest Reserve, Missenyi District Council
Other partners	Missenyi District Council, village governments, Tanzania Social Action Fund, nongovernmental organizations

P2c Promoting sustainable markets & value chains for farm & forest products

Investment	TZS 870 million / USD 400,000 over 3 years
Priority	Desirable
Need & basis for action	Local households' inability to access markets and price premiums for sustainably produced commodities poses a serious constraint both to their livelihoods and to biodiversity conservation. A common response is to intensify the pressure on available land and resources, to generate more income, or to move into less sustainable—but easily marketable—production opportunities such as brick-making, sand mining, timber, or charcoal sales. In most cases, there are few economic incentives or gains to investing in environmentally conserving products and markets.
Scope & content	This project will focus on adding value to sustainably produced goods and services. It will facilitate local households' entry into new enterprises and markets, including providing the training, information, and material support that is required to access these economic opportunities. The project has a special focus on sustainably produced crops and tree products, and on biodiversity-based enterprises such as ecotourism, beekeeping, and processing of other non-timber forest products (see Investment Package 3).

Indicative activities	<ul style="list-style-type: none"> • Scope market potentials and opportunities. • Conduct a participatory assessment of constraints and barriers to local entry into sustainable enterprises and markets. • Identify new products, markets, and sources of value addition, which are viable, appropriate, and achievable at the local level. • Support the provision of key inputs, materials, training, and extension to enable local entry into new products, enterprises, markets, and value-added opportunities.
Results & beneficiaries	Local livelihoods will be strengthened and income will increase, based on sustainable markets and products. Meanwhile, pressures on the natural environment will decrease as production and trade patterns move away from land and resource overexploitation, degradation, and unsustainable use. The primary beneficiaries will be the households that live in the Minziro Nature Forest Reserve landscape.
Focal agency	Ministry of Natural Resources & Tourism, Tanzania Forest Services Agency, Minziro Nature Forest Reserve
Other partners	Missenyi District Council, village governments, nongovernmental organizations

3.3 INVESTMENT PACKAGE 3:

Building Community-Public-Private Ecotourism Partnerships

Tourism is a priority non-extractive activity strongly encouraged in nature reserves. Tourism activities in MNFR are limited, primarily confined to specialist bird watching and wildlife viewing. The landscape has major potential for the further development of low-impact, nature-based, and cultural tourism. If planned, managed, and regulated appropriately, ecotourism could make a substantial contribution to local income and employment—both directly, and through the multiplier effects associated with secondary and support industries such as food, transport, handicrafts, and other services. It also presents a potentially lucrative new revenue stream for Missenyi District and Minziro Nature Forest Reserve. Ecotourism offers the opportunity to ensure the tourism sector in the MNFR landscape is managed in an environmentally and socially sustainable manner, to optimize both commercial and conservation gains. Ecotourism will also provide incentives that can motivate the local communities to participate actively in the management and conservation of MNFR.

By promoting community-public-private ecotourism partnerships, Investment Package 3 intends to enhance revenues, business opportunities, and returns from non-extractive land/resource uses. It has a particular focus on facilitating different actors to work together, and on positioning ecotourism as a source of new income and employment, which can divert people and companies away from destructive or unsustainable land and resource uses. Investment Package 3 targets five project interventions, which are required to develop ecotourism and currently lack financial support: elaborating a ecotourism plan, developing tourism packages, supporting local capacity, designing management arrangements and safeguards for accommodation facilities, and establishing a bottled water facility.

Figure 8. Investment Package 3 consists of five projects with a combined cost of TZS 2.09 billion or USD 0.96 million

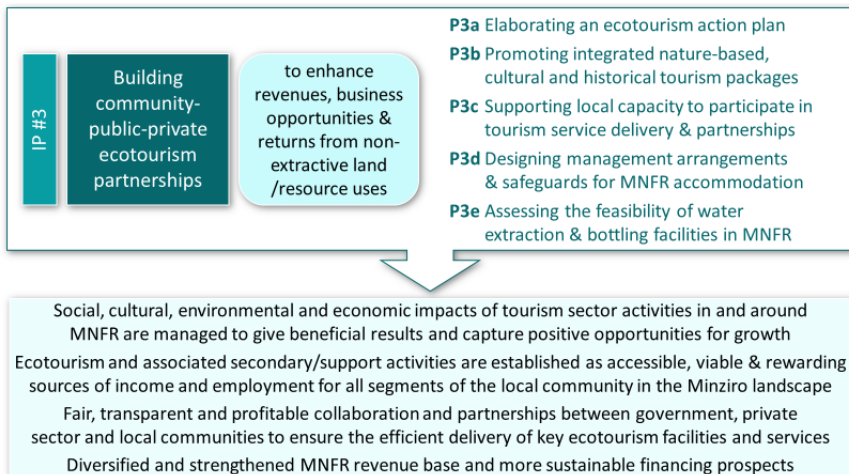


Table 3. Summary of Investment Package 3 (promoting community-public-private ecotourism partnerships)

P3a Elaborating an ecotourism action plan for the Minziro landscape	
Investment	TZS 450 million / USD 205,000 over 3 years
Priority	Very desirable
Need & basis for action	Tourism currently takes place at a relatively low level in Minziro Nature Forest Reserve, and ecotourism markets are undeveloped. Meanwhile, a number of natural, cultural, and historical sites have potential for the development of tourism and recreation. Currently there is no common position or integrated strategy for taking these developments forward. It is important to develop such a plan, to ensure that the future development of the sector is carried out in a planned and coherent manner, consistent with biodiversity conservation and to maximize sustainable development returns to the local community.
Scope & content	This project will support and facilitate the development of an integrated ecotourism plan for the Minziro Nature Forest Reserve landscape. The primary focus will be on MFNR and its adjacent area. Activities will help chart a way forward as to how and where ecotourism might be developed, who would be involved, what start-up actions and investments would be required, and how activities would be planned to avoid negative environmental and social impacts. It will be developed through a consultative process, which directly engages stakeholders from multiple sectors, groups, and organizations within government, the private sector, and local communities.
Indicative activities	<ul style="list-style-type: none"> • Assess market for natural potential, visitor demand, and industry interest. • Conduct stakeholder assessment of participants and potential service providers. • Identify possible routes, networks, visitor sites, facilities, and service providers for nature-based, cultural, and historical aspects. • Develop landscape-level ecotourism strategy, including outline of required actions and roadmap for development. • Conduct strategic environmental and social impact assessments of sector development. • Identify investment and infrastructure requirements, potential funding sources, and start-up actions (e.g., development of visitor information center). • Build the capacity of local communities, businesses and government agencies on private-public partnerships and other key tools for operationalisation.

Results & beneficiaries	A comprehensive, integrated plan for ecotourism development in the Minziro Nature Forest Reserve landscape will be developed and agreed upon, based on wide-scale consultation with interested actors, potential participants, and other experts, representing local communities, government, civil society, and private industry. The primary beneficiaries will be the various groups and sectors with an interest in ecotourism development, either as affected parties or as potential participants.
Focal agency	Ministry of Natural Resources & Tourism
Other partners	Local government, local community, nongovernmental organizations, private sector, Tourism Department, Tanzania Tourism Board, Tanzania Forest Services Agency, Minziro Nature Forest Reserve, Misenyi District Council

P3b Promoting integrated nature-based & cultural tourism packages

Investment	TZS 450 million / USD 205,000 over 3 years
Priority	Desirable
Need & basis for action	There are three main dimensions to Minziro's ecotourism market potential: nature-based, cultural, and historical aspects. Yet the sector is still in its infancy. There is little knowledge or awareness about potential attractions and sites, either among the government agencies mandated to oversee and coordinate activities, communities that could become involved as participants and service providers, private companies that would be interested in developing and marketing tours, or possible investors and donors. To ensure that ecotourism emerges in a coordinated and strategic manner, is commercially viable and sustainable, and reaches its best potential, it is important to provide tangible market offerings and options to guide, encourage, and assist potential actors to become engaged.
Scope & content	The project will design and brand a Minziro Nature Forest Reserve ecotourism offering which incorporates both the nature reserve, its surrounding villages, and Lake Victoria. Building on the plan developed under project 3a and the routes, networks, visitor sites, facilities, and service providers identified under that project, a series of nature-based and cultural/historical tourism circuits and packages will be designed and marketed to tour companies and tourism authorities. Associated materials will be developed and disseminated through publicity campaigns targeted at domestic visitors and international tourists.

Indicative activities	<ul style="list-style-type: none"> • Develop branding, communications, and marketing strategy, including key messages, information needs, and delivery mechanisms. • Develop ecotourism packages comprising specified routes, networks, visitor sites, facilities, and service providers. • Produce information, education, communication, and marketing materials. • Disseminate materials and packages through various media. • Communicate about and market Minziro Nature Forest Reserve ecotourism packages.
Results & beneficiaries	Branded ecotourism packages for Minziro Nature Forest Reserve and its buffer zone, including nature-based, cultural, and historical aspects, will be established and incorporated into existing tourism circuits, and successfully marketed to tour companies and independent travelers. The primary beneficiaries will be tour operators and visitors to the Minziro landscape, as well as the local communities, businesses, and district authorities that stand to gain from ecotourism-related income and employment.
Focal agency	Ministry of Natural Resources & Tourism
Other partners	Local government, local community, faith-based organizations, nongovernmental organizations, private sector, Ministry of Natural Resources & Tourism/Tourism Department and Antiquities Division, Tanzania Tourism Board, Ministry of Information, Culture and Sports, Missenyi District Council

P3c Supporting local capacity to participate in tourism service delivery & partnerships

Investment	TZS 430 million / USD 200,000 over 2 years
Priority	Desirable
Need & basis for action	Although relatively well established as a model in other parts of northern Tanzania, there is little experience in the Minziro landscape of developing partnerships between communities, government, and the private sector to deliver tourism services. In particular, members of the local community tend to be ill equipped to enter into ecotourism activities or to participate on an equal standing with other more experienced or better-resourced players. This may affect their ability to benefit fully from ecotourism opportunities or, in the worst case, result in their being exploited. There is an urgent need to make available both information and advice to community members as potential tourism service providers, including building their capacity to deliver particular products and services, to negotiate favorable arrangements, and to play an active role in tourism-related planning and decision-making processes.

Scope & content	This project will support and encourage the inclusion and benefit of local communities in ecotourism activities, alongside government and private sector actors. It will work in several different areas to facilitate equitable partnerships, including fostering more open dialogue and communication, negotiating rules of engagement and safeguard mechanisms, building capacity, and providing information and advice.
Indicative activities	<ul style="list-style-type: none"> • Establish multi-stakeholder dialogue platforms and facilitate regular interchange and communication between communities, government, and private sector players in the ecotourism industry. • Assess community training and capacity needs. • Build capacity of local communities in key skills, rights, and responsibilities relating to ecotourism activities. • Support and advise communities on the negotiation of ecotourism-related agreements between government/private sector and local communities. • Establish a one-stop ecotourism information and advice center for forest-adjacent communities. • Develop a voluntary code of conduct for tourism companies working in forest-adjacent villages.
Results & beneficiaries	Ecotourism in the Minziro Nature Forest Reserve landscape will be promoted and delivered through equitable partnerships in which local communities are empowered to participate fully, and their rights and benefits are accorded a priority role. Incentives will be provided to motivate the local communities to be actively engaged in the management and conservation of Minziro Nature Forest Reserve. Natural resource management authorities will also benefit from this enhanced community participation in the conservation and management of MNFR. The primary beneficiaries will be local community members, as well as other public and private sector groups engaged in the ecotourism industry.
Focal agency	Ministry of Natural Resources & Tourism
Other partners	Local government authorities, private sector, local communities, nongovernmental organizations, community-based organizations, Tanzania Forest Services Agency, Minziro Nature Forest Reserve, Missenyi District Council

P3d Designing management arrangements & infrastructure development in MNFR landscape

Investment	TZS 330 million / USD 150,000 over 2 years
Priority	Desirable
Need & basis for action	Accommodation facilities in the Minziro Nature Forest Reserve landscape are limited. It will be difficult to develop the ecotourism sector without the availability of adequate places to stay. The provision of accommodation facilities and associated services also represents a lucrative business opportunity as well as a potential source of revenues for adjacent communities, local government, and Tanzania Forest Services Agency. It is also of critical importance that any tourism infrastructure development is carried out according to appropriate environmental standards and seeks to maximize the benefits generated to the local community, in keeping with the principles of ecotourism.
Scope & content	Building on the visitor demand projections and the sites and facilities identified under project 3a, tourism accommodation needs and delivery mechanisms for Minziro Nature Forest Reserve and the surrounding area will be identified, arrangements for their development and management set in place, and efforts made to ensure that proper planning and safeguard procedures are followed. Particular focus will be on enhancing the current network of campsites and other lodgings in and around the nature reserve, and facilitating local participation in the delivery of accommodation-related services. The emphasis will be on low-impact, energy-efficient, environmentally sustainable facilities utilizing local construction materials. It is also important to note that, as the tourism sector in Minziro is emerging and uncertain, it is envisaged that this project will focus only on a small number of facilities. Further accommodation can be developed as and when tourism becomes more established.

Indicative activities	<ul style="list-style-type: none"> • Review visitor sites, facilities, and demand projections. • Develop phased strategy and plan for accommodation provision (taking into account appropriate planning regulations, environmental and social safeguards) and approval through appropriate channels. • Identify and advertise concessions for the development of a limited number of campsites, hotels, lodges, and other facilities, reflecting short-term demand projections only and focusing on low-impact, environmentally sustainable facilities. • Support environmental and social impact assessment of proposed accommodation facilities. • Provide training, and technical and financial support to development of locally provided accommodation (e.g., campsites and homestays) and hospitality-related services (e.g., food and beverage, transport, handicrafts, etc.).
Results & beneficiaries	Accommodation of varying types and standards will be made available in the Minziro Nature Forest Reserve landscape to house tourists that are constructed and operated according to best environmental and social practices. The primary beneficiaries will be tour operators and visitors to the Minziro landscape, as well as the local communities, businesses and district authorities that stand to gain from ecotourism-related income and employment.
Focal agency	Tanzania Forest Services Agency, Minziro Nature Forest Reserve, Misenyi District Council
Other partners	Local government, private sector, Tourism Department, Tanzania Tourism Board

P3e Assessing the feasibility of water extraction & bottling facilities in MNFR

Investment	TZS 430 million / USD 200,000 over 1.5 years
Priority	Desirable
Need & basis for action	The newly established nature reserve is currently in the process of developing a sustainable financing plan to generate sufficient funding to cover the costs of conservation management. A number of potential income sources have been identified. The development of water extraction and bottling facilities has been prioritized as a means to mobilize private investment, generating revenues for the nature reserve authorities and sharing benefits with local communities, while also actively seeking to conserve key watershed and riverine forest areas.

Scope & content	This project will support the scoping and planning of water extraction and bottling activities within Minziro Nature Forest Reserve. It should be noted that it does not seek to develop infrastructure or to initiate production. Rather, the focus is on determining whether such an endeavor is technically and financially feasible, and assessing its potential to contribute toward protected area financing and conservation activities. Experiences of implementing this intervention will be drawn from other forests and protected areas in Tanzania, where water is harvested and bottled.
Indicative activities	<ul style="list-style-type: none"> • Identify and map water sources in Minziro Nature Forest Reserve and its buffer zone. • Conduct hydrological assessment and modeling of water quality and potential yield. • Conduct technical and financial assessment of water extraction and bottling options. • Scope potential environmental issues and risks associated with water extraction and bottling. • Develop watershed and water source protection and improvement strategy. • Assess potential for water facilities to contribute toward Minziro Nature Forest Reserve's sustainable financing plan, including potential revenues from extraction and bottling licenses/ concessions; product branding; revenue-sharing or conservation levies, cost savings through watershed management. • Develop roadmap and options for further developing water extraction and bottling as a Minziro Nature Forest Reserve conservation financing mechanism.
Results & beneficiaries	The technical, financial and environmental feasibility of developing water extraction and bottling as a means of supporting and financing biodiversity conservation in Minziro Nature Forest Reserve will be established, and concrete proposals made for taking these activities forward. The intervention will also benefit the local communities and authorities through job creation and taxes respectively. The primary beneficiaries will be Tanzania Forest Services Agency/Minziro Nature Forest Reserve, as well as investors and companies who engage as partners in the enterprise.
Focal agency	Tanzania Forest Services Agency, Minziro Nature Forest Reserve
Other partners	Lake Basin Water Board, private sector, Ministry of Water & Irrigation, Ministry of Industry & Trade

3.4 Investment Package 4:

Strengthening Information Generation, Dissemination, and Awareness

A credible, practical, and policy-relevant information base is key to sound decision making-in both conservation and development sectors; and for individuals, communities, government agencies, and businesses. It is also required if such decisions are to be effective, equitable, and sustainable. Yet, major data gaps exist in relation to both biophysical and socioeconomic aspects of biodiversity and ecosystems in the Minziro Nature Forest Reserve landscape. Generally, knowledge and awareness is low about the importance of the natural landscape and the threats to it, or the impacts and opportunities that are associated with it.

By strengthening information generation, dissemination and awareness, Investment Package 4 seeks to enable more sustainable, effective, and inclusive conservation and development decisions. It has a particular focus on filling the gaps in existing data and knowledge, and ensuring that the resulting information is disseminated effectively in a form that is credible, convincing, relevant, and useful for decision makers and the public. Investment Package 4 targets four project interventions that are strategically oriented toward overcoming the knowledge gaps that currently hinder different groups from making effective, equitable, and sustainable decisions about conservation and development in the Minziro Nature Forest Reserve landscape: conducting socio-economic and biodiversity surveys, carrying out action research on climate change, building a communication and capacity-building strategy, and awareness-raising.

Figure 9. Investment Package 4 consists of 4 projects with a combined cost of TZS 1.42 billion or USD 0.66 million

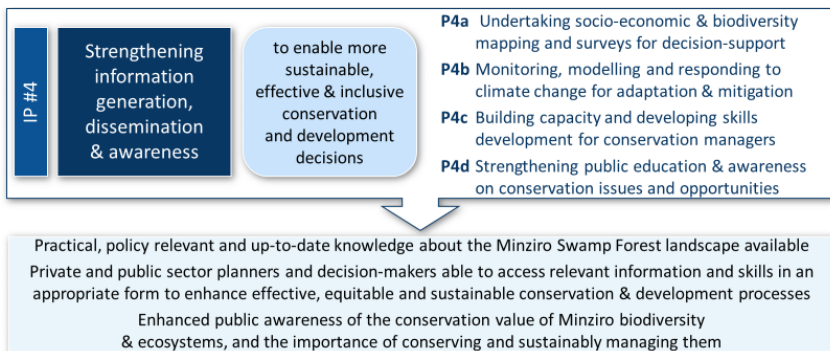


Table 4. Summary of Investment Package 4 (strengthening information generation, dissemination and awareness)

P4a Undertaking socio-economic mapping and biodiversity surveys for decision support	
Investment	TZS 400 million / USD 185,000 over 3 years
Priority	Very important
Need & basis for action	While it is known that the Minziro Nature Forest Reserve landscape hosts species and habitats of extremely high conservation significance, only a limited number of scientific studies have been carried out. Very little is known about biodiversity status and trends in the nature reserve. At the same time, despite high human dependency on the products and services generated by Minziro's natural ecosystems, major information gaps remain on the scope and nature of these linkages and impacts. The lack of accurate, up-to-date biophysical and socio-economic information acts as a serious constraint to informed conservation and development policymaking and management planning.
Scope & content	This project will conduct socio-economic and biodiversity surveys to establish a baseline from which to identify hotspots and potential threats, monitor change, and track future trends in status. This will span both terrestrial and aquatic environments, and focus on species richness, abundance, and interactions as well as human dependence and impacts. The resulting information will be documented through technical papers, maps, and database entries, and a clearinghouse mechanism will be established to ensure key data and information are retained and made available to users.
Indicative activities	<ul style="list-style-type: none"> • Inventory and identify gaps of available studies and data on Minziro Nature Forest Reserve biodiversity and ecosystems. • Collect biodiversity and socio-economic surveys and data. • Compile data, analyse it, document results, and map it. • Design and develop database and clearinghouse mechanism to store and access data.
Results & beneficiaries	Baseline data on Minziro Nature Forest Reserve biodiversity and ecosystems, conservation hotspots, and potential threats will be synthesized and made available. The primary beneficiaries will be natural and social scientists within and outside Tanzania, as well as conservation and development planners and decision makers in the nature reserve, and at community, district, and national levels.
Focal agency	Ministry of Natural Resources & Tourism, Tanzania Forest Services Agency, Missenyi District Council
Other partners	Sokoine University of Agriculture, University of Dar es Salaam Center for Climate Change, Tanzania Forest Research Institute), Tanzania Wildlife Research Institute, nongovernmental organizations, Tanzania Wildlife Authority

P4b Monitoring, modelling and responding to climate change for adaptation & mitigation

Investment	TZS 430 million / USD 200,000 over 5 years
Priority	Important
Need & basis for action	While there is a consensus that climate change poses major threats to both the natural environment and to human livelihoods in the Minziro Nature Forest Reserve landscape, little is known about the nature of these effects or the likely scale of their impacts. In turn, adaptation and mitigation measures can both increase resilience and offset or reduce net greenhouse gas emissions.
Scope & content	This project will make funding available for studies to monitor and model climate change linkages to biodiversity, ecosystems and livelihoods in the Minziro Nature Forest Reserve landscape. There will be a particular focus on assessing climate impacts on forest, wetland, and grassland ecosystems, on the water, agriculture and fisheries sectors, on community resilience, and on identifying needs and niches to use ecosystem-based approaches to adaptation and mitigation. Studies will also be conducted to establish the role of Minziro's natural ecosystems in climate mitigation, and potentials to further develop these services.
Indicative activities	<ul style="list-style-type: none"> • Raise awareness on climate change. • Develop multi-stakeholder advisory group to advise on research focus and support peer review processes. • Support ongoing monitoring activities. • Establish carbon stock baseline of the Minziro landscape. • Support appropriate National Adaptation Plan and Nationally Appropriate Mitigation Actions activities. • Build capacity on climate change adaptation and mitigation. • Publish and disseminate results.
Results & beneficiaries	Practical, policy-relevant data and information will be made available on climate change impacts on biodiversity, ecosystems, and livelihoods, and on opportunities to use ecosystem-based approaches to mitigate and adapt to climate change and to enhance the resilience of natural and human systems. The primary beneficiaries will be natural and social scientists within and outside Tanzania, local households and businesses in the Minziro Nature Forest Reserve landscape, as well as public and private conservation and development planners and decision makers at community, district, and national levels. The project will also generate information that for use by Lake Victoria Basin Commission/East African Community to guide climate change interventions in other biologically significant areas in East Africa.
Focal agency	Ministry of Natural Resources & Tourism – Forest and Beekeeping Division/Tanzania Forest Services Agency

Other partners	University of Dar es Salaam Centre for Climate Change, Tanzania Wildlife Research Institute, Sokoine University of Agriculture, Tanzania Forest Research Institute, Environment Division of the Vice-President's Office
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P4c Building capacity and developing skills for conservation

Investment	TZS 330 million / USD 150,000 over 5 years
Priority	Desirable
Need & basis for action	It is clear that the establishment of Minziro Nature Forest Reserve will require both an increased staff base and expanded staff capacities to take on the challenges associated with effective conservation management. The Management Plan prioritizes the recruitment of forest rangers, community outreach, and tourism officers. In addition to ensuring that existing and new nature reserve staff are equipped with the technical and other skills required for them to complete their duties successfully, equivalent capacity is needed among the other local government agencies and community-based institutions that will be working to conserve natural resources within the Minziro Nature Forest Reserve landscape.
Scope & content	This project will carry out a training needs assessment to ascertain which skills are required for effective conservation of the Minziro Nature Forest Reserve landscape, where there are currently gaps, and what would be the most effective means of building this capacity. Support will be provided to enable the delivery of targeted training to conservation managers and/or their participation in externally organized courses. It is envisaged that activities will encompass both technical conservation topics (for example patrolling, species identification, monitoring, business planning or use of specialized equipment) as well as “soft” skills (such as outreach, communication, conflict resolution and mediation).
Indicative activities	<ul style="list-style-type: none"> • Conduct capacity needs assessment covering conservation managers in Minziro Nature Forest Reserve, local government, and community-based institutions. • Develop strategy and plan for training and capacity building. • Design and deliver targeted training and participation in external courses and training opportunities.
Results & beneficiaries	Government and community conservation managers will acquire the skillsets required for them to manage Minziro Nature Forest Reserve and its surrounding landscape effectively, resulting in improved biodiversity conservation and staff motivation. The primary beneficiaries are the staff of Minziro Nature Forest Reserve, relevant line agencies and local authorities, and community-based organizations.

Focal agency	Ministry of Natural Resources & Tourism – Forest and Beekeeping Division/Tanzania Forest Services Agency
Other partners	Sokoine University of Agriculture, University of Dar es Salaam Institute of Resource Assessment, Tanzania Forest Research Institute, Tanzania Wildlife Research Institute, nongovernmental organizations, Tanzania Wildlife Authority, College of African Wildlife Management, Mweka, Ministry of Natural Resources & Tourism, private sector

P4d Strengthening public education and awareness on conservation issues & opportunities

Investment	TZS 260 million / USD 120,000 over 5 years
Priority	Important
Need & basis for action	Even though almost all forest-adjacent households (as well as many other groups, sectors, and businesses located further afield) depend or impact in some way on ecosystem services generated within the Minziro Nature Forest Reserve landscape, there is low awareness about many of the issues associated with biodiversity conservation. This includes the negative impacts of environmental degradation on human health and well-being as well as the gains and economic opportunities associated with natural resource conservation and sustainable use. Building public awareness on these topics can lend important support to conservation efforts in and around Minziro Nature Forest Reserve, as well as serving to identify entry points to support and sustain local livelihoods.
Scope & content	This project will develop and deliver a conservation awareness and education campaign, targeted at three main audiences: educators, community leaders, and business persons. These are local opinion leaders, who often have the potential to influence others' preferences, aspirations, actions and decisions. A series of messages and materials will be delivered to each group through meetings, training sessions and visual/print/social media, organized around key conservation themes and opportunities, which are identified to be of particular interest and importance in the forest-adjacent area.
Indicative activities	<ul style="list-style-type: none"> • Conduct strategic assessment of stakeholder interests, influences, aspirations, concerns, key messages, communication channels, and means of delivery. • Design and prepare content of targeted educational and awareness materials. • Develop dialogue platforms, visual and print media articles, and social media campaigns. • Deliver education and awareness communications to target audiences.

Results & beneficiaries	Enhanced awareness and education among local opinion leaders will be passed on to other community members, students, resource users, and consumers, resulting in enhanced support for biodiversity conservation and reduced threats to the environment. The primary beneficiaries are local opinion leaders (educators, community leaders and businesspersons), while the secondary beneficiaries are other members of forest-adjacent communities.
Focal agency	Ministry of Natural Resources & Tourism
Other partners	Local government authorities, local councils, nongovernmental organizations, private partners, Minziro Nature Forest Reserve

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