



THE REPUBLIC OF UGANDA

MINISTRY OF WATER AND ENVIRONMENT

CONSERVATION INVESTMENT PLAN FOR SANGO BAY



DECEMBER 2016



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IN PARTNERSHIP WITH



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PREFACE

The economic value of biodiversity and ecosystem services offered by Sango Bay swamp forests is about USD 117 million a year. This high value is an indication that significant economic and development returns, spread across many different sectors and stakeholder groups, can be gained by investing in Sango Bay's swamp forests. Investment will help to protect this value for the Government of Uganda, its peoples and natural heritage, and will also protect people's livelihoods.

This Conservation Investment Plan (CIP) has been prepared to support conservation of this biologically significant area in the Lake Victoria Basin. It was made possible by the financial support from United States Agency for International Development through the Planning for Resilience in East Africa through Policy, Adaptation, Research and Economic Development (PREPARED) project in partnership with 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 rationale and framework for CIPs in the basin were articulated by economics (regional and international), LVBC and representatives from government ministries and agencies involved in management of natural resources from Burundi, Rwanda, Kenya, Tanzania and Uganda (Nairobi, Kenya, in February 2016). The Sango Bay CIP was prepared in a consultative process. Through a series of multi-stakeholder meetings on conservation activities and needs in Sango Bay, the views of stakeholders who manage, depend upon, and impact Sango Bay were gathered, prioritized, and organized. These meetings involved representatives from district local governments, local communities, the LVBC, Wetland Management Department, Ministry of Water and Environment, Ministry of Wildlife and Tourism, National Forestry Authority, and the Uganda Wildlife Authority.

Many central and local government agencies, non-governmental organisations, civil society and community groups are implementing programmes of work which touch on biodiversity and ecosystem conservation and wise use in Sango Bay swamp forests. This CIP has been designed to harmonise, integrate and promote these various conservation strategies and plans that have already been developed for the Sango Bay landscape. The CIP structures the highest priority activities into coherent, costed investment packages, for which it seeks to attract new investors, support coordinated government actions, and mobilise additional funding flows. The financing needs outlined in the CIP are intended to supplement, not to replace or subsidise, existing institutional, programme and project funding. It is targeted at donors, investors, and government agencies who have an interest in biodiversity and ecosystem conservation in the Sango Bay landscape.

The CIP is a very important document to the Government of Uganda since it provides an avenue to conserve globally threatened wetland species in Sango Bay. It will also allow us to maintain wetland functions and values and to integrate wetland concerns into planning and decision making of other sectors as provided for in the National Policy for the Conservation and Management of Wetland Resources, 1995.

The Government of Uganda is fully committed to the implementation of the plan. It is my expectation that potential donors will be able to narrow in on specific projects outlined in the CIP, according to their interests, mandates and budget availability.



Alfred Okot Okidi
Permanent Secretary,
Ministry of Water and Environment

ACKNOWLEDGEMENTS

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Lucy Emerton and Willy Kakuru 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 Vincent Barugahare of the Wetlands Management Department of the Ministry of Water and Environment, and Jamil Kiyingi of Rakai District Local Government for overseeing this process, and for hosting the CIP planning and validation meetings. The authors are also grateful for the useful debate, comments, and inputs provided by Mathias Chemonges of the Lake Victoria Basin Commission; Reuben Arinaitwe and Boaz Basigirenda of National Forestry Authority; Jackson Nambaza of Forestry Sector Support Department/Ministry of Water and Environment; Stephen Fred Okiror and Bema Namugwanya of Ministry of Tourism, Wildlife and Antiquities; Fred Kisame Eria and Irene Birungi of Uganda Wildlife Authority; Willy Bbale of Masaka District Local Government; Ruthie Namayanja of Rakai District Local Government; Barbara Nakyanzi of Kabira Sub-County; Dan Mwebe of Kakuuto Sub-County; Pamela Namayanja of Kalisizo Sub-County; and Mukasa Deo of Kyebe Sub-County and Peace Ssemyalo of Kabira Wetland Management Association Women's Group. The authors are also grateful for the technical, organizational, and logistical support of Evans Mwangi and Jacqueline Juma of the PREPARED Project as well as Michael Gachanja of LTS Africa.

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ACRONYMS AND ABBREVIATIONS

CBO	Community-Based Organization
CIP	Conservation Investment Plan
CSA	Climate-Smart Agriculture
CSO	Civil Society Organization
DFS	District Forest Services
DLG	District Local Government
DWRM	Directorate of Water Resources Management
EAC	East African Community
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
IP	Investment Package
LVBC	Lake Victoria Basin Commission
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MEACA	Ministry of East African Community Affairs
MICT	Ministry of Information and Communications Technology
MJCA	Ministry of Justice and Constitutional Affairs
MLHUD	Ministry of Lands, Housing, and Urban Development
MNRT	Ministry of Natural Resources and Tourism
MOFPED	Ministry of Finance, Planning, and Economic Development
MTIC	Ministry of Trade, Industry, and Cooperatives
MTWA	Ministry of Tourism, Wildlife, and Antiquities
MWE	Ministry of Water and Environment
NAADS	National Agricultural Advisory Services
NACOTA	National Community Tourism Association
NAFIRRI	National Fisheries Resources Research Institute
NAFORRI	National Forest Resources Research Institute
NARO	National Agricultural Research Organization
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGO	Nongovernmental Organization
NWSC	National Water and Sewerage Corporation
PREPARED	Planning for Resilience in East Africa through Policy, Adaptation, Research Economic Development project
SLM	Sustainable Land Management

TANAPA	Tanzania National Parks Authority
TFS	Tanzania Forestry Service
UBOS	Uganda Bureau of Statistics
UCC	Uganda Chamber of Commerce
UCOTA	Uganda Community Tourism Association
UGX	Uganda Shilling (at the time of writing the report, UGX 1 = USD 0.0003)
UNCST	Uganda National Council of Science and Technology
UNFFE	Uganda National Farmers' Federation
USAID	US Agency for International Development
USD	US Dollar (at the time of writing the report, USD 1 = UGX 3,367)
UTA	Uganda Tourist Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Education Center

SUMMARY OF THE SANGO BAY CONSERVATION INVESTMENT PLAN

This Conservation Investment Plan (CIP) brings together the needs and priorities of different sectors, organizations, and interest groups. It presents an integrated set of activities, united under the common goal of [ecosystem conservation and sustainable use in support of effective, equitable, and sustainable economic growth in Sango Bay](#). A wide range of partners have united to develop the CIP, and will help deliver it, including both central and local government agencies, nongovernmental organizations (NGOs), and civil society, as well as the local communities that live in and around Sango Bay.

This document targets potential donors and investors in ecosystem conservation. It has three main purposes. First, it offers a [value proposition](#), outlining the economic returns to investing in biodiversity and ecosystem conservation and sustainable use in Sango Bay. Second, it outlines a [strategic plan](#) to identify and integrate the most critical conservation funding priorities. Finally, the CIP serves as a [marketing tool](#), seeking to mobilize new conservation funding flows.

The CIP harmonizes and brings together the various conservation strategies and plans developed for the Sango Bay landscape. Building on the considerable body of work in progress in the area, it picks up those activities that currently remain unfunded and structures them into coherent, consolidated, costed sets of mutually reinforcing projects. The aim is to leverage the additional resources required to meet these financial shortfalls. It is also important to note that this CIP has [been developed in parallel to a CIP for Minziro Forest, Uganda](#). These two CIPs support and complement each other closely.

The CIP comprises four bankable investment packages costing UGX 32.3 billion or USD 9.57 million:

- IP#1: [Protecting key natural species and habitats](#).** This investment package aims to maintain the flow of valuable ecosystem services. It consists of five projects with a combined cost of UGX 7.7 billion or USD 2.33 million.
- IP#2: [Enhancing sustainable livelihood opportunities](#).** This investment package aims to strengthen local development prospects. It consists of five projects with a combined cost of UGX 10.1 billion or USD 2.97 million.
- IP#3: [Promoting ecotourism market development](#).** This investment package aims to build new green jobs and income sources. It consists of four projects with a combined cost of UGX 10.0 billion or USD 2.98 million.
- IP#4: [Facilitating research, monitoring, and evaluation](#).** This investment package aims to enable better-informed conservation and development decision making. It consists of five projects with a combined cost of UGX 4.3 billion or USD 1.29 million.

PART I:

BACKGROUND & RATIONALE

1.1 SANGO BAY CONSERVATION CONTEXT

Sango Bay has exceptional significance in conservation terms, as reflected in its inclusion in 2006 in the global list of Ramsar sites, otherwise known as “Wetlands of International Importance.” Sango Bay is also part of the worldwide network of “Important Bird and Biodiversity Areas.” Together with the contiguous Minziro Forest Reserve in northwestern Tanzania, Sango Bay forms part of a much larger biogeographic unit and important transboundary biodiversity conservation site.

The Ramsar site covers an area of some 551 km², running alongside the southwestern shore of Lake Victoria down to the national border with Tanzania. It contains a mosaic of different types of wetlands including papyrus, herbaceous swamps interspersed with palms, and seasonally flooded grasslands, as well as permanent and seasonal swamp forests. Large portions of these forests are included in the seven blocks of the Sango Bay Forest Reserve (covering 206 km² in total) which overlap with the Ramsar site.

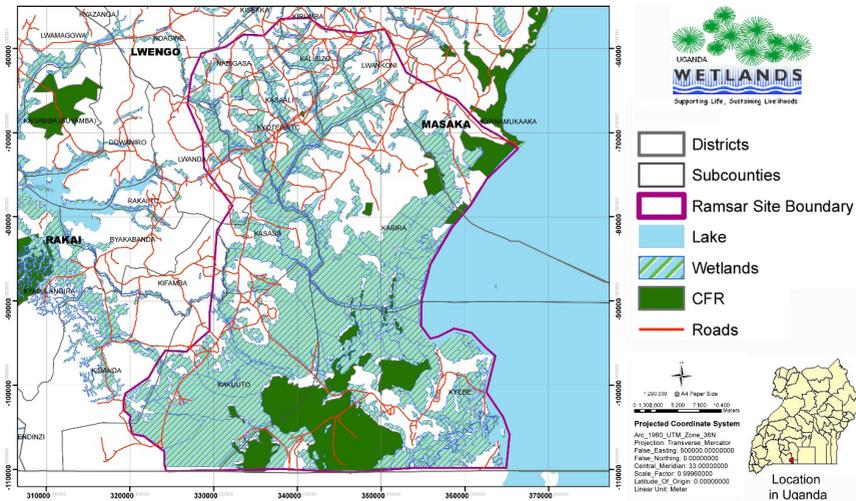


Figure 1. Sango Bay-Musambwa Island-Kagera Wetland System Ramsar Site

Sango Bay is known for its rich biodiversity. It forms a key wintering site for the globally threatened Blue Swallow (*Hirundo atrocaerulea*), and supports large seasonal congregations of other bird species such as the white-winged Tern (*Chlidonias leucopterus*) and Squacco Heron (*Ardeola ralloides*), as well as breeding colonies of gray-headed Gulls (*Larus cirrocephalus*), little egrets (*Egretta garzetta*), and long-tailed Cormorants (*Phalacrocorax africanus*). Swamp areas provide spawning and nursery refuge for several commercially important fish species, including the Nile perch (*Lates niloticus*) and Nile tilapia (*Oreochromis niloticus*). Forest areas offer habitat to a number of rare, threatened, and endangered mammals including the and the Angola Colobus (*Colobus angolensis*) which is restricted to Sango Bay in the Ugandan part of its range, and a subspecies of the Blue Monkey (*Cercopithecus mitis*). The African Elephant (*Loxodonta africana*) is present, and the Sitatunga (*Tragelaphus spekii*) is found in swamp and flooded grasslands.

Sango Bay's natural habitats also play a critical hydrological role, regulating the waters that enter Lake Victoria. Forests, grasslands, and wetlands serve to store and purify water, facilitate groundwater recharge, control floods, protect against erosion, and stabilize the lake shoreline. During the dry season, the wetland system maintains a steady discharge of water and supplements the water supply to the lake and surrounding areas. It also serves to trap sediments carried from the surrounding catchments in times of heavy rainfall, thus reducing the silt carried into Lake Victoria.

Aside from a few commercial estates, the dominant land use in the Sango Bay area is smallholder farming. More than a quarter of a million people or 60,000 households live in the 10 sub-counties in Rakai and Masaka Districts that overlap the Ramsar site. People's livelihoods are primarily based on fishing, crops, and livestock, and almost all of the local population depend heavily on wetland resources and ecosystem services for their economic well-being and survival. Sango Bay provides a source of water, fish, fuel, construction materials, grass (for grazing and mulching) medicinal plants, wild foods, raw materials (for making crafts), as well as clay and sand. Nature-based tourism, centered around Musambwa Island, is emerging as a new source of local income and employment.

The designation of Sango Bay as a Ramsar site and Important Bird and Biodiversity Area in itself does not confer any special legal status. The Forest Reserves are the only part of the system formally gazetted as conservation areas. Most land is privately or communally held and used, or is public land. Various line agencies work closely with Rakai and Masaka district local governments to manage and oversee conservation activities on these lands. Key partners include the Wetland Management Department (of the Ministry of Water and Environment [MWE]), National Forest Authority (NFA), Uganda Wildlife Authority (UWA), and Directorate of Fisheries Resources (of the Ministry of Agriculture, Animal Industry, and Fisheries [MAAIF]). In addition, a broad array of government, civil, and even private sector stakeholders collaborate in biodiversity conservation. Several national and international conservation NGOs are working in the area (i.e., Nature Uganda, Fauna and Flora International, and Birdlife International), while local community-based organizations (CBOs) and resource user groups (i.e., forest and user groups, wetland resource user groups, fishers' associations, and beach management units) are especially active in managing the local environment.

1.2 OPPORTUNITIES, THREATS, AND CHALLENGES

There is mounting evidence that, over recent years, Sango Bay's rich biodiversity and ecosystems have come under increasing pressure and are starting to show signs of stress. In particular, the escalating resource demands of a rapidly growing human population have led to the overexploitation of forest and wetland products such as fish, papyrus, reeds, fuelwood, timber, medicinal plants, construction materials, and bushmeat. Most of the swamp forest areas have already been logged of commercially valuable *Podocarpus* species, and catfish and lungfish are considered to be overfished.

At the same time, as land pressure intensifies, natural habitats are progressively modified, converted, and otherwise degraded. Seasonal grasslands are overgrazed, and affected by cattle keepers burning grassland to create pasture. The channels dug by fishermen to attract fish upstream during the wet season now serve to drain wetlands when the water recedes.

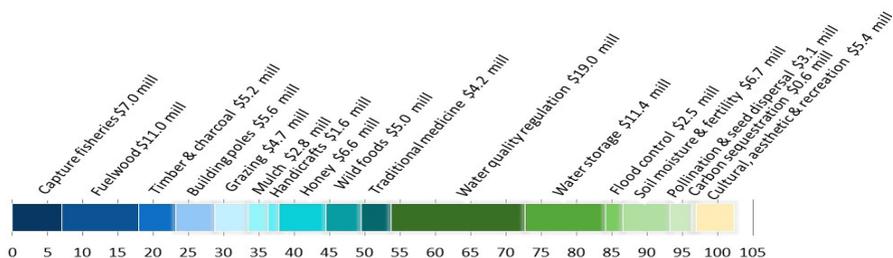
Meanwhile creeping encroachment by smallholder farmers, especially in more fertile floodplain areas, results in more and more grassland, wetland, and forest areas being turned over to agriculture. Large-scale commercial sugarcane estates, too, are expanding into wetland areas.

The broad array of government, community, civil society, and private sector stakeholders that use, depend, and manage Sango Bay's biodiversity represent a powerful positive force for conservation. Many of these groups, organizations, and sectors are working to promote the wise use of wetland resources and sustainable management of natural ecosystems. Recognizing that the underlying threats or root causes of ecosystem degradation are largely socio-economic in their causes, effects, and potential solutions, these efforts are mainly centered on putting in place the conditions whereby wetland users and managers are both empowered and encouraged to conserve natural resources in the course of their economic activity. There is a particular focus on addressing poverty; developing sustainable sources of income, employment, and livelihoods; and facilitating access to greener markets and value-addition opportunities. These stakeholders and their activities offer great potential and opportunities for ecosystem conservation and wise use in support of effective, equitable, and sustainable economic growth in Sango Bay.

1.3 THE BUSINESS CASE FOR ECOSYSTEM CONSERVATION AND WISE USE

Sango Bay'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 \$1,000 a year for households that live in and around the Ramsar site (equivalent to a third or more of per capita gross domestic product [GDP]). In addition, wetlands, forests, grasslands, and other natural habitats provide important services that protect and safeguard production processes and human settlements in Masaka and Rakai districts 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 almost US \$50 million a year. In total, the economic value of goods and services associated with Sango Bay's natural ecosystems is more than US \$100 million a year.

These enormous economic values cannot (and should not) be ignored. They underline the fact that the biodiversity and ecosystems found in Sango Bay 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, from investing in Sango Bay's biodiversity and ecosystems. Conversely, a failure to invest adequately in conservation runs the risk not just of undermining local livelihoods and development processes, but also of incurring considerable economic costs and losses across and even beyond Uganda.



Recalculated from data extracted from: Kakuru, W. (2016) Economic valuation of Sango Bay-Minziro Ecosystem. LTS-Africa, Nairobi.

Figure 2. Economic value of Sango Bay ecosystem services (US \$ million/year)

1.4 WHAT THE CIP SEEKS TO FUND

A wide array of central and local government agencies, NGOs, civil society, and community groups are implementing programs that touch on biodiversity and ecosystem conservation and sustainable use. It is important to emphasize that the CIP is designed to harmonize, integrate, and promote the various existing conservation strategies and plans that have already been developed by institutions working in the Sango Bay landscape.

Despite such good efforts, many of the agencies and organizations working in Sango Bay face a critical budget shortage. As a result, urgent conservation and development actions remain unfunded. The CIP targets these unmet funding needs. The intention is to leverage the additional resources required to cover the financial shortfalls in existing programs, strategies, and plans. The CIP structures the highest priority activities into coherent, costed investment packages, for which it seeks to attract new investors and mobilize additional funding flows.

The focus of the CIP is on the operational costs of carrying out essential wetland ecosystem conservation and sustainable use 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 the Sango Bay landscape. These budgets are already in place and along with the programs in progress-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.

The CIP was developed with the active participation of the stakeholders who manage, depend, and affect wetland ecosystems in Sango Bay (and who will also take the lead in delivering it). The CIP's goals and content is based on a series of multi-stakeholder dialogues to discuss conservation activities, identify and prioritize unmet funding needs, and validate the resulting CIP. During these meetings, stakeholders identified the investment packages, compiled the project activities, and calculated their budgetary needs and funding requirements. The meetings were convened by the Wetland Management Department together with Rakai and Masaka district local governments, in partnership with Lake Victoria Basin Commission

(LVBC) and the Planning for Resilience in East Africa Through Policy, Adaptation, Research, and Economic Development (PREPARED) project. Staff from relevant national, district, and sub-county government agencies, national and international NGOs working in the Sango Bay area, as well as representatives of local communities and CBOs attended these meetings.

It should also be noted that a CIP has also been developed for Minziro Forest Uganda. While the two investment plans are of necessity presented separately, because there is currently no coordinated, shared management, or funding mechanism for the transboundary site as a whole, the CIPs complement each other closely, and contain mutually reinforcing activities.

1.5 HOW THE CIP IS INTENDED TO BE USED

The CIP is targeted toward conservation managers as well as donors and investors who have an interest in wetland conservation in Sango Bay. It presents four bankable investment packages, each of which consists of four to five projects. A one-page summary of each project is provided that describes the need for action, outlines its scope and content, provides a list of indicative activities, elaborates intended results and beneficiaries, and specifies focal agencies and Implementing partners.

Based on these summaries, it is expected that potential donors will be able to focus on specific projects according to their particular interests, mandates, and budget availability. 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.

PART 2:

INVESTMENT STRATEGY

2.1 GOALS AND INTENDED OUTCOMES

The activities laid out in the CIP contribute toward a common goal of ecosystem conservation and wise use in support of effective, equitable, and sustainable economic growth in Sango Bay. They are founded on the premise that the living environment should be treated as a valuable source of “natural capital” that drives development in Masaka and Rakai districts in Uganda 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 that target the most pressing conservation needs in Sango Bay and 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 protecting key natural species and habitats. It will conserve locally, nationally, and globally significant biodiversity, thereby helping to maintain the flow of valuable ecosystem services upon which so many people’s economic well-being, security and prosperity ultimately depend.

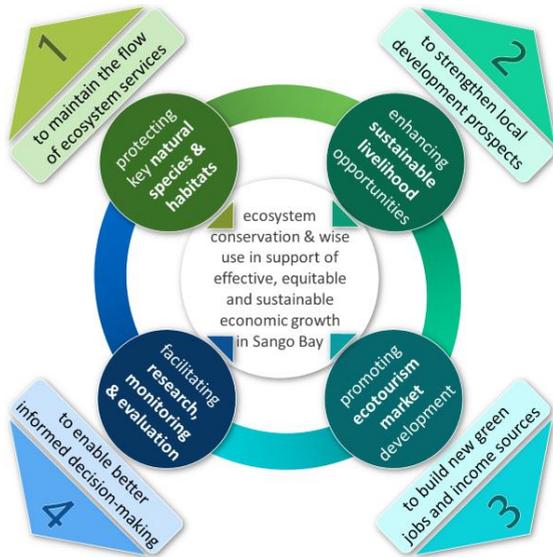


Figure 3. CIP goals and investment packages

The second investment package focuses on enhancing sustainable livelihood opportunities, to strengthen local development prospects. It has a particular emphasis on providing alternatives to environmentally damaging sources of production and consumption, at the same time as adding value to conservation-based markets and business opportunities. The third investment package is directed toward promoting ecotourism market development to build new green jobs and income sources. It intends to support the development of this emerging economic sector, and ensure that it incorporates appropriate social and environmental safeguards. The fourth investment package deals with facilitating research, monitoring, and evaluation to enable better-informed conservation and development decision making. It seeks to ensure that up-to-date, practical, and policy-relevant information about Sango Bay’s natural and human environment is made available, in appropriate and relevant forms, to scientists, planners, policymakers, and the public.

2.2 GUIDING PRINCIPLES AND CROSSCUTTING THEMES

A number of guiding principles and crosscutting themes run throughout the CIP. These embody the values of participating institutions, and reflect the common factors widely believed to constitute ecosystem conservation best practice.

The CIP focuses on actions to secure ecosystem services. Humans obtain these benefits from ecosystems.¹ 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 CIP seeks to manage these dependencies and impacts by adopting the principles of conservation² and wise use³ principles. 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 ecosystem services, 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, population issues, and HIV/AIDS are recurrent themes, and are incorporated into the design and delivery of project activities.

1 As defined in the Millennium Ecosystem Assessment, 2005. *Ecosystems and Human Well-being: Synthesis*. Island Press, Washington, DC.

2 As defined in the Convention on Biological Diversity 1992.

3 As defined in the Ramsar Convention on Wetlands of International Importance especially as Waterfowl Habitat. 1971, as amended 1982 and 1987.

2.3 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 organizations. Each of the projects outlined in the CIP integrates the priorities of these 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 19 projects, grouped into four investment packages. It covers a five-year period, with a total cost of UGX 32.3 billion or US \$9.57 million.

IP#1 protecting key natural species & habitats	P1a	Restoration & rehabilitation of degraded natural landscapes	UGX 3.6 bill	USD 1,100,000
	P1b	Protected area demarcation, mapping & zoning	UGX 3.0 bill	USD 900,000
	P1c	Assessment, inventory & protection of key breeding sites and habitats	UGX 0.5 bill	USD 150,000
	P1d	Capacity building in conservation rights & responsibilities	UGX 0.3 bill	USD 90,000
	P1e	Transboundary cooperative approach for Sango Bay-Minziro conservation	UGX 0.3 bill	USD 90,000
IP#2 enhancing sustainable livelihood opportunities	P2a	Support to climate-smart agriculture & sustainable land management	UGX 3.5 bill	USD 1,000,000
	P2b	On-farm tree planting and community woodlots	UGX 1.0 bill	USD 300,000
	P2c	Facilitation of market access & value addition for sustainable products	UGX 3.1 bill	USD 920,000
	P2d	Promotion of sustainable capture fisheries & aquaculture	UGX 0.5 bill	USD 150,000
	P2e	Clean & safe water supplies	UGX 2.0 bill	USD 600,000
IP#3 promoting ecotourism market development	P3a	Integrated ecotourism strategy for Sango Bay	UGX 0.3 bill	USD 90,000
	P3b	Delivery of targeted information, education, communication & marketing	UGX 0.6 bill	USD 190,000
	P3c	Facilitation of equitable private-public-community partnerships	UGX 4.0 bill	USD 1,200,000
	P3d	Development of bylaws, coordination & regional harmonization	UGX 5.1 bill	USD 1,500,000
IP#4 facilitating research, monitoring & evaluation	P4a	Inventory of information needs & gaps	UGX 0.1 bill	USD 30,000
	P4b	Assessments of ecosystem linkages & impacts	UGX 1.0 bill	USD 300,000
	P4c	Sustainable product development	UGX 0.2 bill	USD 60,000
	P4d	Monitoring and modelling of climate change effects	UGX 2.0 bill	USD 600,000
	P4e	Packaging & communication of research for science, policy and public	UGX 1.0 bill	USD 300,000

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.

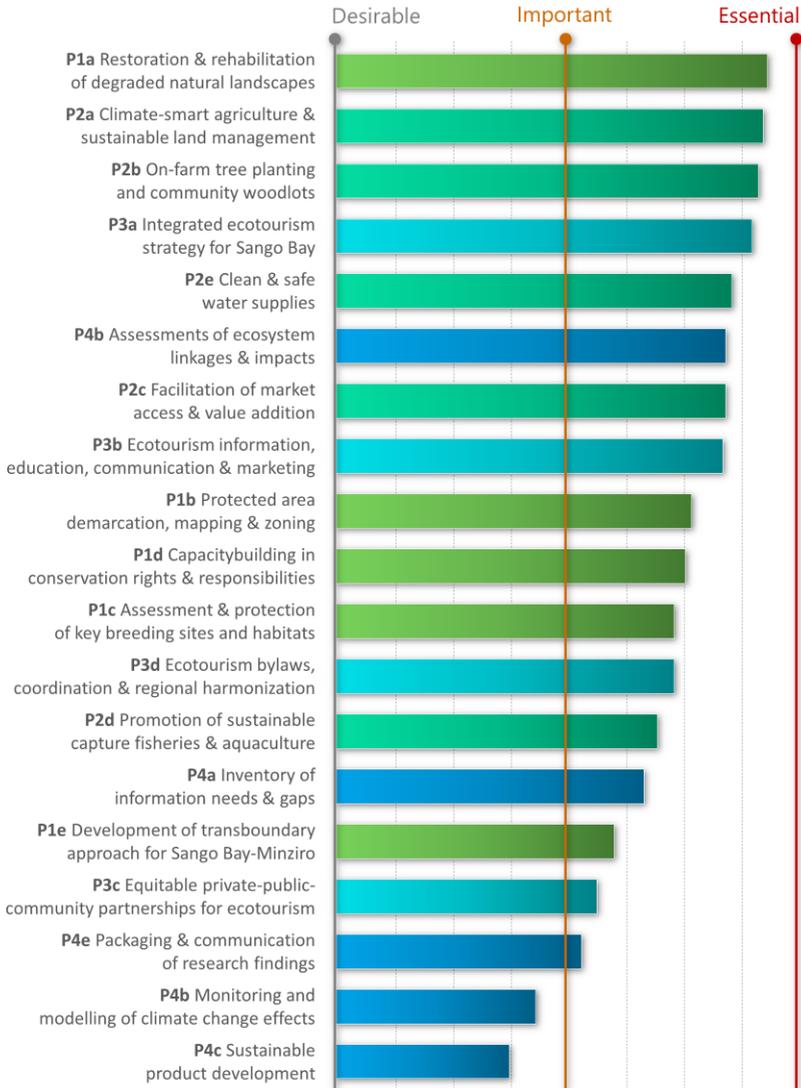


Figure 5. Ranking of projects according to priority

3.1 INVESTMENT PACKAGE I:

Protecting Key Natural Species and Habitats

The Sango Bay landscape is known for its exceptional biodiversity. In addition to its considerable significance in conservation terms, the wide array of natural species and habitats underpin local, regional, and national economic processes. Biological resources provide for local people's food, fuel, shelter, medicines, farmland, pasture, and other basic livelihood needs. They also afford an important source of raw materials and inputs for the foods, building materials, energy, and other products consumed by urban populations, and are used to supply commercial and industrial markets. Sango Bay's ecosystems deliver the basic services and conditions that enable, support, and protect human production, consumption, and habitation. For example, forests, wetlands, and grasslands help maintain clean air and water, and minimize the risk and impacts of floods, landslides, and other natural disasters. Finally, three of the most important economic sectors in the region—agricultural, fisheries and tourism—depend on the goods and services yielded by a healthy natural environment.

By preserving the key natural species and habitats that comprise Sango Bay's natural capital base, Investment Package I seeks to conserve locally, nationally, and globally important biodiversity, and maintain the flow of valuable ecosystem services upon which so many people's continued economic well-being, security, and prosperity ultimately depend. It adopts a collaborative approach to ecosystem management, which integrates local communities into the conservation planning and implementation process, and fosters cross-border collaboration within the broader Sango Bay-Minziro landscape. Investment Package I targets three key result areas that are particularly important to biodiversity and ecosystem conservation, and that currently face critical shortfalls in funding: protected area network establishment and management effectiveness, protection of breeding sites, and restoration and rehabilitation of degraded areas.

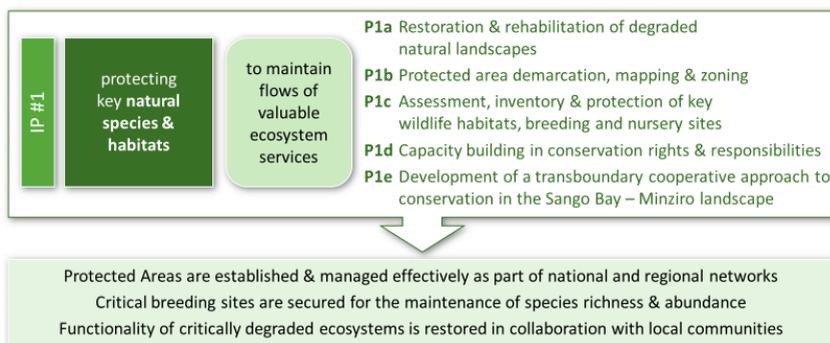


Figure 6. Investment Package I consists of five projects with a combined cost of UGX 7.7 billion or US \$2.33 million.

Table 1. Summary of Investment Package 1 (Preserving Key Natural Species and Habitats)

PIa Restoration & rehabilitation of degraded natural landscapes	
Investment	UGX 3.6 billion / USD 1.1 million over 5 years
Priority	Essential
Need & basis for action	Parts of Sango Bay's natural landscape are heavily degraded, undermining the provision of important ecosystem services. Biodiversity and wildlife habitat have been affected, impacting threatened and endangered species of fauna and flora as well as resulting in a decline in the availability of locally utilized natural products, pastures, and fisheries. The loss of ecosystems such as natural forests and wetlands has also affected water flow and quality, resulting in prolonged water shortage during dry seasons and increased risks of flooding in the wet season. There is a critical need to take action to restore and rehabilitate these degraded landscapes, to enable key habitats, species, and ecosystem services to be become reestablished.
Scope & content	This project will restore and rehabilitate degraded ecosystems, including natural forests, grasslands, and wetlands. Measures will be taken to develop long-term plans for the management and sustainable financing of these renovated areas, in partnership with adjacent communities. The primary focus is on land under public ownership and management and/or subject to communal use, including those in and around forest reserves; protected areas; and along riverbanks, lakeshores, and wetland boundaries. Areas under collaborative or joint management will be especially prioritized.
Indicative activities	<ul style="list-style-type: none"> • Identify critically degraded areas and hotspots. • Formulate landscape and site-level plans. • Source, plant, and tend appropriate species. • Promote and support joint management, benefit-sharing, and sustainable financing (including payments for ecosystem services) arrangements for long-term maintenance. • Develop long-term agreements for landscape management.
Results & beneficiaries	Degraded natural landscapes will be restored and rehabilitated with the active involvement and benefit of local communities, and plans set in place for their long-term management and financing. Primary beneficiaries will be the groups and sectors in Sango Bay and beyond that depend on forest, wetland, and grassland ecosystem services, including farmers, fisher folk, water users, local settlements, and the tourism industry.
Focal agency/ies	Ministry of Water and Environment (MWE), National Forestry Authority (NFA), District Forest Services (DFS)
Implementing partner(s)	National Forest Resources Research Institute (NAFORRI), district local governments (DLGs), national and local NGOs active in environmental restoration and rehabilitation, CBOs and civil society organizations (CSOs) in targeted sites.

PI b Protected area demarcation, mapping & zoning	
Investment	UGX 3.0 billion / USD 900,000 over 5 years
Priority	Very important
Need & basis for action	Although the landscape overlaps with both the Sango Bay-Musambwa Island-Kagera Wetland System Ramsar site and the Sango Bay Central Forest Reserve, key ecosystems and habitats in the Sango Bay landscape do not have formal protection status. Various other sites have also been identified as suitable for conservation management, both as components of the national protected area network and/or as community-conserved or collaboratively managed areas. There is an urgent need to translate these broad ideas into concrete plans, so that they can be presented for formal approval and implementation.
Scope & content	This project will prepare a landscape-level protected area plan. It will serve to roll out the Uganda Wildlife Authority's (UWA) draft policy on wildlife protected areas, and assess linkages with other forms of protected areas (including the Ramsar site, forest reserves, and community-conserved areas) in light of the need to ensure protection for a representative range of habitats, and for important and threatened species. Note that this project does not extend to the development of management or implementation plans. It seeks to establish the basis for future expansion of conserved areas within the Sango Bay landscape.
Indicative activities	<ul style="list-style-type: none"> • Assess current protection status and proposed conservation areas to assess adequacy, coverage, and representativeness. • Map, survey, and demarcate proposed conservation areas. • Undertake environmental impact assessments (EIAs) of proposed conservation areas. • Use broad-based stakeholder engagement to validate, negotiate, and formulate zoning plans for proposed conservation areas. • Prepare other documentation.
Results & beneficiaries	A landscape-level protected area plan will be prepared for Sango Bay, including the information and documentation required to initiate formal agreements and the gazettelement processes. This will be undertaken with the active participation of local communities and other stakeholders. The primary beneficiaries will be the UWA and other line agencies mandated to conserve biodiversity, as well as local, national, and international groups and organizations that have an interest in biodiversity conservation and sectors of the economy (such as tourism, water and fisheries) that depend directly on biodiversity and ecosystem services.
Focal agency/ies	NFA, UWA
Implementing partner(s)	MWE, Ministry of Tourism, Wildlife, and Antiquities (MTWA); National Environment Management Authority (NEMA); Ministry of Lands, Housing, and Urban Development (MLHUD); DLGs, international and national conservation NGOs, community groups, private sector

PI c Assessment, inventory & protection of key wildlife habitats, breeding, and nursery sites	
Investment	UGX 0.5 billion / USD 150,000 over 2 years
Priority	Very important
Need & basis for action	The wetlands, grasslands, and forests of Sango Bay provide habitat for a variety of rare, endangered, or commercially important wildlife populations. Information, however, remains patchy on the distribution of these species, and there are gaps in knowledge about which are the most critical sites and habitats in terms of breeding, nursery, and other key life-cycle needs. There is an urgent need to generate accurate and up-to-date information on the location, status, and threats to key wildlife habitats, to be able to formulate a plan for conserving these areas.
Scope & content	The project will identify, assess, and record key wildlife breeding, non-breeding habitats, and sites, focusing on fish, bird, and mammal species of particular scientific interest or livelihood/commercial significance. It will identify those of the highest conservation concern, and assess the management and monitoring requirements for these priority sites.
Indicative activities	<ul style="list-style-type: none"> • Identify range, distribution, and habitat requirements for key species. • Inventory, map, and prioritize migratory, breeding, and non-breeding sites. • Assess conservation threats, needs, and management requirements for identified sites. • Design monitoring system to track habitat quality, extent, and species populations.
Results & beneficiaries	Key wildlife habitats and breeding sites will be identified, and an information and planning base set up to enable improved protection and monitoring of status in the future. The primary beneficiaries will be the UWA and other line agencies mandated to conserve biodiversity, as well as local, national, and international groups and organizations that have an interest in biodiversity conservation, and sectors of the economy (such as tourism and fisheries) that depend directly on the target species.
Focal agency/ies	UWA
Implementing partner(s)	MAAIF, MWE, NEMA, NFA, DLGs, international and national conservation NGOs, community groups, private sector.

PI d Capacity building in conservation rights & responsibilities	
Investment	UGX 0.3 billion / USD 90,000 over 3 years
Priority	Very important
Need & basis for action	Biodiversity and ecosystem conservation in Sango Bay cannot be achieved without the active cooperation and support of local leaders, technocrats, bureaucrats, and civil society groups. Yet many of these stakeholders are not equipped with the knowhow and competence required for them to participate fully in conservation activities, to benefit from them, or to be conversant with the environmental rules and regulations that govern their day-to-day activities. There is an urgent need to build stakeholders' capacity and awareness about their environmental rights and responsibilities to foster a broad-based support base, and to ensure that local stakeholders are empowered to comply with and gain from biodiversity and ecosystem conservation.
Scope & content	This project will strengthen capacity, knowledge, and competence about conservation rights and responsibilities among both government and civil society groups. This will include providing specific technical knowledge and training, as well as building the general awareness and knowledge required to empower people to act responsibly and within the law, fulfil their civil and professional responsibilities, and safeguard their own constitutional rights to a clean and healthy environment.
Indicative activities	<ul style="list-style-type: none"> • Conduct needs assessment of existing capacities, gaps, and needs for different stakeholder groups in relation to their varying needs, interests, and mandates. • Design and deliver targeted training on technical skills and management for conservation. • Design and deliver information to raise awareness on environmental rights and responsibilities.
Results & beneficiaries	Local participation in, and compliance with, conservation activities will be enhanced, with both government officers and civil society being better equipped to deliver on their environmental responsibilities and safeguard their environmental rights. The primary beneficiaries will be local leaders, judiciary, law enforcement officers, government line agencies, land and resource users, and civil society groups.
Focal agency/ies	DLG, Uganda Wildlife Education Center (UWEC), CSOs
Implementing partner(s)	MWE, NEMA, NFA, UWA, Ministry of Justice and Constitutional Affairs (MJCA), Uganda Police Force, training institutions (e.g., Makerere University Kampala, Uganda Martyrs University), international and national conservation and rights-based NGOs.

PI e Development of transboundary cooperative approach to conservation in the Sango Bay – Minziro landscape	
Investment	UGX 0.3 billion / USD 90,000 over 2 years
Priority	Important
Need & basis for action	The broader Sango Bay-Minziro landscape is a key international cross-border biodiversity management site. Although Uganda and Tanzania have formal collaboration agreements on conservation at the regional level (e.g., via the Lake Victoria Basin Commission [LVBC] and the East African Community [EAC]), there is no consolidated management plan for the Sango Bay-Minziro landscape. There is a clear need to harmonize conservation efforts between Tanzania and Uganda, and to foster a collaborative mechanism in the broader Sango Bay-Minziro landscape.
Scope & content	The project will initiate a process of consultation, cooperation, and joint planning between government authorities in Uganda and Tanzania and through regional bodies such as the LVBC and the EAC, with a view to agreeing upon a set of common principles and developing a transboundary cooperative approach for the Sango Bay-Minziro landscape. The aim is not to set in place a formal plan or binding agreement, but to build a collaborative relationship and shared understanding on biodiversity and ecosystem conservation, that might form the basis for such a development in the future.
Indicative activities	<ul style="list-style-type: none"> • Hold discussions and joint dialogue on conservation status, priorities, and threats involving regional, national, and local experts and planners. • Support learning visits and exchanges between site-level conservation staff. • Hold discussions and document shared interests, joint principles, and approaches to biodiversity and ecosystem conservation in the Sango Bay-Minziro landscape. • Develop roadmap for moving forward to further develop and formalize transboundary management arrangements.
Results & beneficiaries	A platform for dialogue will open up between Ugandan and Tanzanian conservation planners and decision makers, resulting in the identification of areas of shared interest, common conservation approaches, and ways forward for transboundary conservation management. The primary beneficiaries will be government conservation agencies in Uganda and Tanzania, as well as local authorities, natural resource, and conservation groups in the two countries, and East Africa regional-level institutions.
Focal agency/ies	LVBC/EAC
Implementing partner(s)	UWA), Tanzania National Parks Authority (TANAPA), NFA, Tanzania Forestry Service (TFS), MWE, Ministry of Natural Resources and Tourism (MNRT), MTWA, local government authorities, conservation NGOs and CSOs, Ministry of Foreign Affairs, Ministry of East African Community Affairs (MEACA)

3.2 INVESTMENT PACKAGE 2:

Enhancing Sustainable Livelihood Opportunities

A large, predominantly rural, population lives in and around Sango Bay. People depend heavily on natural resources for their livelihoods. Farming and fishing provide a major source of food, income, and jobs. The bulk of fuel, construction, and craft materials are sourced from wetlands and woodlands, 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, and serve as critical sources of fallback and safety nets in times of stress and shock.

This livelihood base is narrow, weak, and insecure. Most Sango Bay residents are able to do little more than meet their basic day-to-day needs, and many face regular food and income shortages. It is difficult for people to add value to production, or to access new markets and business opportunities. At the same time, the intense demands of a rapidly growing human population, combined with often unsustainable levels and types of use, mean that environmental pressures are high, and key lands and resource stocks are becoming depleted and degraded—undermining local livelihoods still further.

By enhancing sustainable livelihood opportunities, Investment Package 2 aims to improve people's economic conditions and strengthen local development prospects. There is a particular emphasis on social and economic inclusion, involving explicit efforts to involve and benefit the poorest and most vulnerable local groups. Investment Package 2 targets three key result areas which form particularly important enabling conditions for more sustainable, equitable, and effective economic growth, but which are currently chronically underfunded: livelihood diversity and resilience, alternatives to environmentally damaging sources of production and consumption, and access to new sources of value-added markets and business opportunities.

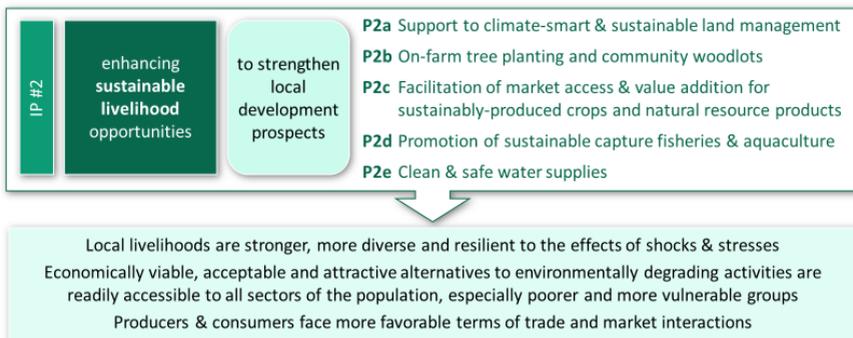


Figure 7. Investment Package 2 consists of five projects with a combined cost of UGX 10.1 billion or USD 2.97 million

Table 2. Summary of Investment Package 2 (Enhancing Sustainable Livelihood Opportunities)

P2a Support to climate-smart agriculture & sustainable land management	
Investment	UGX 3.5 billion / USD 1 million over 4 years
Priority	Essential
Need & basis for action	Agriculture forms the basis of rural livelihoods in Sango Bay. However, many households find themselves trapped in a vicious cycle of low agricultural productivity, poverty, and land degradation. Not only does this serve to progressively weaken their socioeconomic status and resilience, but in many cases, it forces people into a situation where they have no option but to engage in environmentally degrading activities (such as sand mining, brick-making, or charcoal production) to fill gaps in food and income. Working to develop and extend more sustainable land management practices provides the opportunity not only to improve crop yields, income, and food supplies, but also to make farmers' livelihoods more secure and resilient, and decrease the necessity of supplementing farm income from unsustainable sources. There is also an urgent need for data on the farming population, productivity levels, and links to poverty, to enable better informed decision making.
Scope & content	This project will work with farmers to identify, develop, and facilitate the uptake of climate-smart agriculture (CSA) and sustainable land management (SLM) practices among farmer in Sango Bay. The emphasis is on employing a participatory approach, based on working with farmers themselves to select techniques and practices that will yield both environmental and livelihood benefits targeted to local needs, conditions, constraints, and opportunities. Regulating access and utilization of wetlands, and promoting wise use and more sustainable farming practices on lake, swamp, and forest fringes and in seasonally flooded areas will receive particular priority.
Indicative activities	<ul style="list-style-type: none"> • Conduct a participatory assessment of farmers' land management needs and constraints. • Identify and promote appropriate CSA and SLM techniques and practices in consultation with farmers. • Provide key inputs, materials, training, and extension services to enable CSA and SLM investments at the community level.
Results & beneficiaries	Crop yields and productivity will be increased and sustained, resulting in greater food and income security, and enhanced resilience and adaptation capacity in the face of shocks and stresses (including climate change), and improved environmental conditions on and around farms. The primary beneficiaries will be poor farmers living in the Sango Bay area.
Focal agency/ies	MAAIF, MWE

Implementing partner(s)	National Agricultural Research Organization (NARO), Uganda National Farmers' Federation (UNFFE), DLGs, international and national NGOs working in agricultural development and sustainable production, community organizations and self-help groups, local private sector.
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P2b On-farm tree planting and community woodlots	
Investment	UGX 1.0 billion / USD 300,000 over 5 years
Priority	Essential
Need & basis for action	The Sango Bay landscape is becoming seriously deforested. This results both from the felling of trees for timber, poles, and wood fuel, and from the gradual clearing and conversion of forest land for farmland and settlement. Not only does this affect important biodiversity and wildlife habitat, but it also results in soil loss and erosion, affecting both the quality and flow of downstream water courses. Dry season water availability is becoming less reliable, while wet season flooding events are increasing. Deforestation is making it hard for adjacent communities to access the forest products (e.g., wood fuel, construction materials, wild foods, and herbal medicines) that play such a critical role in their livelihoods. There is clearly a need to take action to increase tree cover, and to make available alternative, accessible, and affordable sources of wood and non-wood products to local households.
Scope & content	This project will support on-farm tree planting and community woodlots. Complementing project 1a (which deals with forest restoration and rehabilitation on public lands and in communal areas), the focus here is on afforestation and reforestation of village lands and in privately held areas, including on-farm agroforestry. Focus will be given to the selection of tree species which can be easily and cheaply cultivated, that yield products suitable for use as fuel, building materials, fodder, foods, and income generation.
Indicative activities	<ul style="list-style-type: none"> • Conduct a participatory assessment of household and community needs for tree products and preferences for tree planting (e.g., site-species matching). • Provide key inputs, materials, training, and extension to enable tree planting and woodlot establishment at private and community levels.
Results & beneficiaries	Pressure on natural forest areas will decrease, the availability and affordability of wood and non-wood products will increase.
Focal agency/ies	MAAIF, MWE
Implementing partner(s)	DFS, National Agricultural Advisory services (NAADS), NFA, NARO, NAFORRI, DLG, international and national NGOs, community organizations and self-help groups.

P2c Facilitation of market access & value addition for sustainable products	
Investment	UGX 3.1 billion / USD 920,000 over 5 years
Priority	Very important
Need & basis for action	Most farmers lack the capacity to access better markets and price premiums for sustainably produced commodities. This poses a serious constraint both to their livelihoods and to biodiversity conservation. The main concern is often 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 is a lack of alternative, sustainable, livelihood options. Until there are clear economic and value-added opportunities associated with sustainable biodiversity products and markets, conservation is likely to remain a relatively unprofitable (and thus unattractive) option as compared to more environmentally degrading sources of income and production.
Scope & content	This project will add value to sustainably produced goods and services. It has a special focus on sustainably produced crops and tree products (see Projects 2a and 2b), and on biodiversity-based business such as the harvesting and processing of wild products, and ecotourism (see Investment Package 3). The project will facilitate local households' entry into new enterprises and markets, including provision of the training, information, and material support required to access these economic opportunities.
Indicative activities	<ul style="list-style-type: none"> • Conduct market surveys and analyses. • 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—appropriate and achievable at the local level. • Provide key inputs, materials, training, and extension services to enable local entry into new products, enterprises, markets, and value-addition 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 Sango Bay area.
Focal agency/ies	Ministry of Trade, Industry & Cooperatives (MTIC), MWE
Implementing partner(s)	DLGs, MAAIF, NARO, UNFFE, international and national NGOs, community organizations and self-help groups, private sector.

P2d Promotion of sustainable capture fisheries & aquaculture	
Investment	UGX 0.5 billion / USD 150,000 over 5 years
Priority	Very important
Need & basis for action	Sango Bay is a unique forest ecosystem, which also provides fish. Fish are a major source of food and income to households in Sango Bay. There is increasing pressure on wild fish stocks: overfishing and the use of illegal or unsustainable fishing methods (such as small-mesh nets) is becoming more common. Overall catches are decreasing the average size of fish caught has declined; and some species are becoming more or and more scarce, or have disappeared altogether. Meanwhile, wetland degradation and loss has led to the destruction of important breeding grounds and a variety of pressures in the upper catchment have impacted on the quality and flow of water entering lakes and rivers. There is an urgent need both to better manage and regulate capture-fishing activities and protect wild fish stocks, while taking steps to provide alternative sources of fish production.
Scope & content	This project will promote sustainable best practices in capture fisheries, and boost the enforcement of fishing regulations, including no-take zones and breeding reserves (see Project 1c). Efforts will also focus on replenishing fish stocks in wetland areas, and promoting aquaculture to supplement capture fisheries, using indigenous and non-invasive species. Emphasis will be given to strengthening and supporting existing local governance and management structures.
Indicative activities	<ul style="list-style-type: none"> • Conduct a participatory assessment to identify critically overfished areas and species. • Enforce existing regulations and development of bylaws. • Build capacity of and support beach management units. • Restock lakes and rivers, identify and enforce no-take zones and breeding reserves. • Provide key inputs, materials, training, and extension services to enable aquaculture development at the community level.
Results & beneficiaries	Natural fish stocks will be restored and improved, and the sustainability of capture fisheries will be improved at the same time as supplementary sources of fish are made available via aquaculture. These measures will result in greater food and income security for local households. The primary beneficiaries will be fisher folk and farmers living in the Sango Bay area.
Focal agency/ies	MAAIF, MWE
Implementing partner(s)	National Fisheries Resources Research Institute (NAFIRRI), DLGs, UNFFE, international and national NGOs, community organizations and self-help groups, private sector.

P2e Clean & safe water supplies	
Investment	UGX 2.0 billion / USD 600,000 over 3 years
Priority	Very important
Need & basis for action	Water shortage problems pose problems both for local livelihoods and the natural environment in Sango Bay. A lack of accessible, permanent, potable water sources means that most households rely on collecting water from the lake for domestic purposes. Livestock also drink directly from the lake. On the one hand, this means that large amounts of women's time are spent traveling long distances collecting water from unprotected sources. It also places heavy pressures on the fragile lake shores, as domestic and commercial collectors come to fetch water, and livestock are brought in large numbers to be watered. The lake has become polluted, riverbanks and the lakeshore have become degraded, and fragile vegetation has been destroyed.
Scope & content	This project will develop and safeguard clean water supplies for domestic (including livestock) use. It focuses both on reducing the pressure on the lake environment, reducing women's labor burden, and enhancing households' access to clean, regular water supplies. While external support is required to assist with the initial capital investments, the emphasis is to set in place systems that can be easily and cheaply maintained by water users themselves. An additional concern is to ensure that natural ecosystems that supply important water regulation services are also conserved and maintained.
Indicative activities	<ul style="list-style-type: none"> • Conduct a participatory assessment of water availability, access, and needs. • Develop water supply plans and maintenance agreements with local water use associations. • Build domestic collection points and livestock watering sites. • Enhance water storage facilities at village and household levels via rainwater harvesting, tanks, etc. • Protect watering points and water sources.
Results & beneficiaries	Access to clean water supplies will be improved, resulting in reduced demands on women's labor and time, improved household health and well-being, and improved environmental quality around the lakeshore and river banks. The primary beneficiaries will be local households.
Focal agency/ies	MWE
Implementing partner(s)	DLGs, National Water and Sewerage Corporation (NWSC), Directorate of Water Resources Management (DWRM), international and national NGOs, private sector, faith-based organizations, community organizations and self-help groups.

3.3 INVESTMENT PACKAGE 3:

Promoting Ecotourism Market Development

Although Sango Bay has major tourism potential (mainly related to its natural features, biodiversity, and archaeological and cultural attractions), the industry is still in the early stages of development. If planned, managed, and regulated appropriately, tourism offers an opportunity to contribute substantially 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 offers a potentially lucrative source of public revenues for Masaka and Rakai districts. Defined as “responsible travel to natural areas that conserves the environment and improves the well-being of local people,”⁴ ecotourism offers the opportunity to ensure the tourism sector in Sango Bay is managed in an environmentally and socially sustainable manner, to optimize local development and conservation gains.

By promoting ecotourism market development, Investment Package 3 intends to build new green jobs and income sources. As such efforts require active support, participation, and collaboration from many different sectors and levels of scale, it strives to engage the private sector in equitable partnerships with local communities, and to use the ecotourism sector to stimulate broader opportunities for trade, commerce, and business in the region. Investment Package 3 targets three key result areas that embody the essence of a vibrant ecotourism sector and currently lack financial support: community engagement and empowerment, awareness and education, and the scaling up of economic linkages and multipliers across sectors and levels of scale.

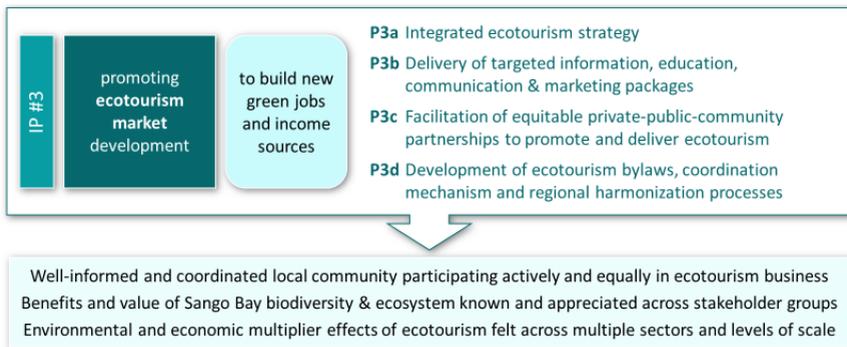


Figure 8. Investment Package 3 consists of four projects with a combined cost of UGX 10.0 billion or USD 2.98 million

4 As defined by the International Ecotourism Society.

Table 3. Summary of Investment Package 3 (Promoting Ecotourism Market Development)

P3a Integrated ecotourism strategy for Sango Bay	
Investment	UGX 0.3 billion / USD 90,000 over 2 years
Priority	Very important
Need & basis for action	Tourism currently takes place at a relatively low level in Sango Bay (focusing primarily on birdwatching and boat trips to Musambwa Island), and ecotourism is undeveloped. Wetland and forest management plans, as well as District Development Plans, have identified a number of sites with the potential for development of nature-based tourism. Currently, there is no common position or integrated plan for moving these developments forward at the landscape level. It is important to advance such a strategy to ensure the future development of the sector is carried out in a planned and coherent manner, in a way that is consistent with biodiversity conservation and maximizes sustainable development returns to the local community.
Scope & content	This project will support and facilitate the elaboration of an integrated ecotourism strategy for the Sango Bay landscape. This will chart out a way forward as to how and where (eco)tourism 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. The strategy will be based on a consultative process, which directly engages stakeholders from multiple sectors, groups, and organizations.
Indicative activities	<ul style="list-style-type: none"> • Conduct market assessment of natural potential, visitor demand, and industry interest. • Assess stakeholder interests and potential service providers. • Map possible routes, networks, visitor sites, facilities, and service providers. • Formulate a landscape-level ecotourism strategy, including an outline of required actions and roadmap for development. • Conduct a strategic environmental assessment and a social impact assessment of sector development. • Invest in selected ecotourism infrastructure.
Results & beneficiaries	A comprehensive, integrated strategy for ecotourism development in the Sango Bay 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. 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/ies	MTWA
Implementing partner(s)	DLGs, Uganda Tourism Board (UTB), Uganda Tourist Association (UTA), National Community Tourism Association (NACOTA), UWA, NFA, NEMA, local communities, NGOs/CBOs and CSOs, private sector.

P3b Delivery of targeted information, education, communication & marketing packages

Investment	UGX 0.6 billion / USD 190,000 over 2 years
Priority	Very important
Need & basis for action	The (eco)tourism industry in Sango Bay is still in its infancy. There is little knowledge or awareness about its potential, either among the government agencies mandated to oversee and coordinate activities, communities that could become engaged as participants and service providers, private companies that would be interested in developing and marketing tours, or possible investors and donors. To ensure the sector emerges in a coordinated and planned manner, with sufficient and appropriate investment, and following good social and environmental norms, it is important to provide a solid information base to guide, assist, and encourage potential actors to become engaged.
Scope & content	Building on the strategy developed under Project 3a, and the consultative process of dialogue established as part of this process, the project will develop and deliver a series of targeted information, education, communication, and marketing packages on ecotourism plans and potential in the Sango Bay landscape. Four main areas will be targeted: general awareness and educational materials on ecotourism principles and best practice, information and advice to community members as potential service providers, description and marketing of sites and circuits to tour companies and tourism authorities, and publicity materials for visitors and tourists.
Indicative activities	<ul style="list-style-type: none"> • Formulate communications and marketing strategy, including key messages, information needs, and delivery mechanisms. • Develop information, education, communications, and marketing materials. • Launch and disseminate materials and packages via various media.
Results & beneficiaries	A comprehensive, integrated strategy for information, communications, and market development in the Sango Bay 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/ies	MTWA
Implementing partner(s)	Ministry of Information and Communications Technology (MICT), Uganda Media Center (Office of the President), private sector marketing and advertising companies, DLGs, UTB, UTA, NACOTA, UWA, NFA, NEMA, local communities, NGOs/CBOs and CSOs, private sector tourism companies.

P3c Facilitation of equitable private-public-community ecotourism partnerships to promote and deliver ecotourism

Investment	UGX 4.0 billion / USD 1.2 million over 5 years
Priority	Important
Need & basis for action	Ecotourism is based on principles of cultural sensitivity, social equity and inclusion, local participation, and benefit. However, local communities in the Sango Bay area are currently ill equipped to enter into ecotourism activities or to participate equally with other more experienced or better-resourced players. This may affect their ability to benefit fully from ecotourism opportunities or, in the worst case, may lead to their social, cultural, and economic exploitation. Few social safeguards are in place to guard against these potential negative impacts, or to protect the rights of local communities to benefit from ecotourism opportunities fully and equitably.
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 the private sector. • Develop a voluntary code of conduct for ecotourism operation and engagement, with key actors and participants from different sectors and groups. • Build capacity of local communities in key skills, rights, and responsibilities regarding ecotourism activities. • Establish one-stop ecotourism information center.
Results & beneficiaries	Ecotourism in the Sango Bay landscape will be promoted and delivered via equitable partnerships in which local community rights and benefits are accorded a priority role. Primary beneficiaries will be local community members, as well as other public and private sector groups engaged in the ecotourism industry.

Focal agency/ies	MTWA
Implementing partner(s)	DLGs, UTB, UTA, Uganda Community Tourism Association (UCOTA), UWA, NFA, NEMA, MTIC, local communities, NGOs/ CBOs and CSOs, private sector tourism companies.

P3d Development of ecotourism bylaws, coordination & regional harmonization

Investment UGX 5.1 billion / USD 1.5 million over 5 years

Priority Very important

Need & basis for action Many different public policies, laws, and agencies touch in some way on ecotourism activities, including those that govern tourism, environment, social safeguards, trade and commerce, construction, infrastructure, travel and transport, water, energy, communications, employment, contracts, banking and finance, land use, and urban planning. As Sango Bay is located on an international border, Tanzanian laws and regulations also have some bearing on ecotourism. Yet there is currently little coordination (but often inconsistencies) between these different instruments and organizational mandates, and few explicitly provide for ecotourism. There is a clear need to harmonize existing policies and laws in terms of their treatment of ecotourism; and to identify where additional guidelines, regulations, or mechanisms are needed for the effective, equitable, and sustainable functioning of the industry.

Scope & content This project will harmonize and improve the legal and institutional base for ecotourism. Taking account of the fundamentally cross-sectoral nature of ecotourism, it will address a broad range of policies, and legal and organizational mandates to clarify which existing regulations and provisions need to be adhered to, as well as identify where gaps or inconsistencies exist. As ecotourism is a new sector in this landscape, for which there little experience, the project will also make efforts to build the capacity and awareness of key government agencies at national and local levels.

- Indicative activities**
- Identify and review existing legal, regulatory, and institutional mandates relating to ecotourism in Sango Bay, including transboundary aspects.
 - Develop legal amendments and new laws/bylaws as required, including drafting, consultation, negotiation, presentation, and finalisation.
 - Build awareness and capacity of key actors on institutional and legal provisions relating to ecotourism.

Results & beneficiaries	A consistent and coherent legal basis will be in place, which will effectively regulate, promote, and facilitate ecotourism; and public sector agencies will be equipped to act in a coordinated manner to discharge their organizational mandates. Primary beneficiaries will be the government agencies with mandates touching on ecotourism, as well as, the various actors that will be directly involved in the ecotourism industry.
Focal agency/ies	MTWA
Implementing partner(s)	DLGs, national and local line agencies, UTB, UTA, MJCA, MEACA, LVBC

3.4 INVESTMENT PACKAGE 4:

Facilitating Research, Monitoring, and Evaluation

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, there is a dearth of knowledge about Sango Bay's biodiversity and ecosystems, or the human economic impacts and dependencies associated with them. Thus, many of the decisions made about the "best" land and resource uses, development choices, and investment options are based on information that is incomplete or, at the worst, actually flawed and misleading. As a result, not only are economic opportunities missed, in some cases, substantial costs and losses are being incurred.

By facilitating research, studies, and monitoring, Investment Package 4 seeks to enable better-informed decision making. It goes beyond merely producing data, and deals with improving the focus and form in which information is presented to decision makers. Investment Package 4 covers three key result areas that are strategically targeted toward overcoming the knowledge gaps currently hindering groups from making effective, equitable, and sustainable decisions about conservation and development in the Sango Bay landscape: the generation of new information, enhanced data access and availability, and improved planning and decision making.

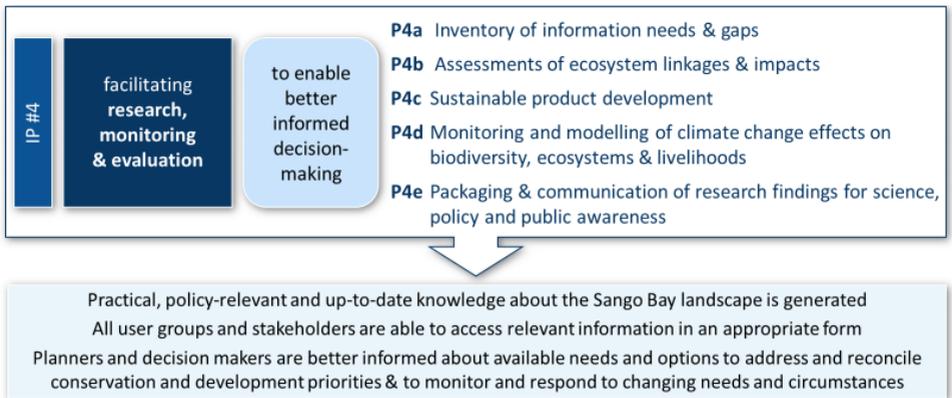


Figure 9. Investment Package 4 consists of five projects with a combined cost of UGX 4.3 billion or USD 1.29 million

Table 4. Summary of Investment Package 4 (Facilitating Research, Monitoring & Evaluation)

P4a Inventory of information needs & gaps	
Investment	UGX 0.1 billion / USD 30,000 over 1 year
Priority	Very important
Need & basis for action	Despite research on Sango Bay’s biodiversity and ecosystems, gaps remain. Research topics do not always overlap with the kinds of information and data needed most urgently for conservation, and development planning and management, or for education and awareness purposes. Furthermore, many studies are available only as “gray literature,” or are published only in peer-reviewed journals and thus remain largely unavailable (or unaffordable) to Ugandan researchers, decision makers, and the public.
Scope & content	This project will ascertain what information is available on different aspects of Sango Bay’s natural and human environment, and identify the gaps that exist relative to what is required for more effective decision making.
Indicative activities	<ul style="list-style-type: none"> • Inventory available studies and data on Sango Bay biodiversity and ecosystems. • Assess key information needs for planning, decision making, education, and awareness. • Develop an information management system for Sango Bay (including information generated via Project 4e) via web-based portal and/or physical resource center.
Results & beneficiaries	Data and information on Sango Bay’s biodiversity and ecosystems will be made available to users, and priority areas for future research and studies will be identified
Focal agency/ies	MWE, MOFPED
Implementing partner(s)	Uganda National Council of Science & Technology (UNCST), Uganda Bureau of Statistics (UBOS), universities, international and national research institutes, international and national NGOs, private sector.
P4b Assessments of ecosystem services linkages & impacts	
Investment	UGX 1.0 billion / USD 300,000 over 5 years
Priority	Very important
Need & basis for action	Almost all local communities, as well as many other groups, sectors and businesses located further afield, depend or impact in some way on Sango Bay’s biodiversity and ecosystem services. Yet major gaps in information remain on the scope and nature of these linkages and impacts, which act as a serious constraint to informed policymaking and management planning.

Scope & content	This project will develop a research program and make funds available for studies on ecosystem-economic linkages, human dependencies and impacts on ecosystem services. This will include modeling the biophysical relationships and quantitative linkages between ecosystem status and quality, the provision of specific ecosystem services, and the impact zone and stakeholder population over which these services are received,
Indicative activities	<ul style="list-style-type: none"> • Form multi-sector working group to advise on research focus. • Call for proposals and commissioned research. • Review and select research proposals. • Allocate research funds and contracts for delivery. • Monitor and evaluate research projects. • Publish and disseminate results (see Project 4e).
Results & beneficiaries	Practical, policy-relevant data and information will be made available on ecosystem services impacts and dependencies. The intended recipients are natural and international agencies working on conservation and development.
Focal agency/ies	MWE
Implementing partner(s)	UNCST, MAAIF, NARO, NFA, NAFORRI, NAFIRRI, Ministry of Finance, Planning & Economic Development (MOFPED), universities, international and national research institutes, international and national NGOs, private sector.

P4c Sustainable product development	
Investment	UGX 0.2 billion / USD 60,000 over 2 years
Priority	Very desirable)
Need & basis for action	There is a lack of information on the sustainable production potentials and market opportunities in the Sango Bay area (see Project 2c). Knowledge gaps include the demand for sustainable products, potential buyers, value chains, trading mechanisms, or retail outlets. These information gaps hinder local development and ecosystem conservation, making it difficult to identify viable alternatives to environmentally degrading activities or to plan for new economic opportunities that could improve, diversify, and add value to local livelihoods.
Scope & content	This project will develop a research program and make funding available for studies on market potentials and opportunities for sustainable product development. There will be a particular focus on sustainably produced crops and tree products (see Projects 2a-c), and on biodiversity-based businesses such as the harvesting and processing of wild products, and ecotourism (see Investment Package 3).

Indicative activities	<ul style="list-style-type: none"> • Form a multi-sector working/advisory group to advise on research focus and support peer review processes. • Call for proposals and commissioned research. • Review and select research proposals. • Allocate research funds and contracts for delivery. • Monitor research projects on an ongoing basis. • Publish and disseminate results (see Project 4e).
Results & beneficiaries	Practical, policy-relevant data and information will be made available on market opportunities and value chains for sustainable products. Intended recipients are natural and international agencies working on conservation and development.
Focal agency/ies	MWE
Implementing partner(s)	UNCST, MTIC, Uganda Chamber of Commerce (UCC), UNFFE, MAAIF, NARO, NFA, NAFORRI, MOFPED, NAFIRRI, universities, international and national research institutes, international and national NGOs, private sector.

P4d Monitoring and modeling of climate change effects on biodiversity, ecosystems, & livelihoods

Investment	UGX 2.0 billion / USD 600,000 over 5 years
Priority	Important
Need & basis for action	While there is a consensus that ongoing climate variability and change poses major threats to both the natural environment and to human livelihoods, little is known about the nature of these effects or the likely scale of their impacts. This makes it difficult to identify and plan for adaptation measures, which can increase the resilience of both natural and human systems, including incorporating climate change into conservation approaches, helping farmers to adapt to changing agricultural conditions, diversifying livelihoods, and climate-proofing key services and infrastructure.
Scope & content	This project will develop a research program and make funding available for studies to monitor and model climate change effects on biodiversity, ecosystems, and livelihoods in Sango Bay. This will include vulnerability assessment and mapping. There will be a focus on assessing impacts on wetland, forest, and grassland ecosystems; on the water, agriculture, and fisheries sectors; on community resilience; as well as identifying needs and niches to use ecosystem-based approaches to adaptation and disaster risk reduction.

Indicative activities	<ul style="list-style-type: none"> • Form multi-stakeholder advisory group to advise on research focus and support peer review processes. • Call for proposals and commissioned research. • Call for commissioned research on vulnerability assessments and mapping, development of models, and monitoring of effects of climate change. • Review and select research proposals. • Allocate research funds and contracts for delivery. • Monitor and evaluate research projects. • Synthesize and share information from different research projects. • Publish and disseminate results (see Project 4e).
Results & beneficiaries	Practical, policy-relevant data and information will be made available on climate change effects on biodiversity, ecosystems, and livelihoods; and on opportunities to use ecosystem-based approaches to address and adapt to these impacts and to enhance the resilience of natural and human systems. Primary beneficiaries will be natural and social scientists within and outside Uganda, local households and businesses in the Sango Bay area, as well as public and private conservation and development planners and decision makers at community, district, and national levels.
Focal agency/ies	MWE
Implementing partner(s)	UNCST, MAAIF, NARO, NFA, NAFORRI, NAFIRRI, universities, international and national research institutes, international and national NGOs, private sector.

P4e Packaging & communication of research for science, policy, and public awareness	
Investment	UGX 1.0 billion / USD 300,000 over 5 years
Priority	Important
Need & basis for action	Much of the research carried out on Sango Bay's biodiversity and ecosystems remains inaccessible because of the form and format in which it is generated and held. The net result is that, even where data and information exists, it is not always available in a form that is appropriate or useful to users—especially government and private sector decision makers, laypersons, and the public.
Scope & content	This project will review, synthesize, and communicate research findings and data in a form that is practical, policy-relevant, and accessible. It will focus on communicating to conservation and development planners and policymakers, resource managers and users, and the public.

Indicative activities	<ul style="list-style-type: none"> • Establish panel of technical and communications experts to assist in the identification, synthesis, interpretation, and packaging of information. • Develop strategy to communicate biodiversity and ecosystem information, targeted at key recipient groups. • Collect and collate research and studies (including those generated under Projects 4b-e, and work in tandem with the clearinghouse mechanism established under Project 4a) continuously. • Produce briefs, bulletins, updates, and summaries of information, targeted at key recipient groups in Sango Bay. • Communicate, reach out to, and disseminate information, in English, Swahili, and local languages, and use multiple media platforms.
Results & beneficiaries	<p>Conservation and development planners and policymakers, resource managers and users, and the public will be able to access up-to-date information and news on Sango Bay's biodiversity and ecosystems, in a form that is appropriate, interesting, useful and credible to them. The primary beneficiaries will be public and private conservation and development planners and decision makers at community, district, and national levels, the public, as well as natural and social scientists within and outside Uganda.</p>
Focal agency/ies	<p>MWE</p>
Implementing partner(s)	<p>DLGs, Uganda Media Center (Office of the President), private sector marketing & advertising companies, UNCST, MAAIF, NARO, NFA, NAFORRI, NAFIRRI, universities, international and national research institutes, international and national NGOs, schools and training institutions, private sector.</p>

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