



**UGANDA WILDLIFE  
AUTHORITY**

# **STRATEGIC PLAN**

**2020/21 – 2024/25**

**VISION: A global leader in Wildlife Conservation**

**June 2020**





### **Cover Page Photographs**

Tree climbing lions in Ishasha, Queen Elizabeth National Park

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# PREAMBLE ◀

This Strategic Plan outlines UWA's core activities for 2020/21 - 2024/25. The Plan maps out the overall strategic direction for Uganda Wildlife Authority (UWA) towards achieving its core mandate. It defines the aspirations of the organization and sets forth strategies for overcoming the constraining factors in achieving its vision, mission and strategic objectives. This will be realised through implementation of the various strategies that will deliver outputs as stated in this plan. Details of implementation, monitoring and evaluation are also part of this plan. The plan is aligned with the Third National Development Plan (NDP III) both in content and time frame and feeds into the NDP III programs such as Transport and Infrastructure services, Digital Transformation, Community Mobilisation and Mind-set change, Private Sector Development Programme.

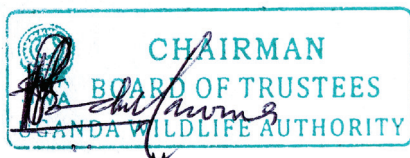
In recent years, the wildlife estates have witnessed varying levels of natural resources degradation mainly through invasive plant species infestation, negative impacts of climate change, wildlife trafficking, and pressure from developments such as petroleum, hydropower and mining among others. These threats present varied impacts on the survival of wildlife and their habitats. If the threats are not halted, they could result in ecosystem functioning deficiencies, which in turn would negatively affect the millions of livelihoods that depend on the ecosystem services that are provided by the country's Protected Areas.

Tourism being one of the revenue sources for UWA, presents an opportunity to harness economic benefits that could be directed to address some of the challenges mentioned above. However, the segment of tourists visiting the protected areas as compared to the national arrivals is still small (World Bank report 2012). A component of this Strategic Plan is intended to guide on the best strategies to increase tourism numbers.

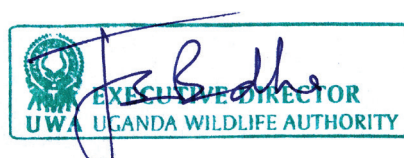
The focus of this Strategic Plan will be to enhance organizational capacities, restore ecosystem resilience and resistance to withstand invasive plant species, support community livelihoods and eventually generate financial resources to enable effective management of the natural ecosystems. These natural systems will continue providing the necessary essential goods and services to reduce human-wildlife conflicts and other threats arising from competing demands. The Plan, will in the process, implement sector priorities as articulated in the National Development Plan (NDP III) III and Vision 2040.

## APPROVAL ◀

This Strategic Plan was approved for implementation by the 8th Board of Trustees of Uganda Wildlife Authority at its 43<sup>rd</sup> sitting on 29<sup>th</sup> June 2020. Following guidance from the National Planning Authority (NPA) a review was made and the reviewed plan was approved by the 9<sup>th</sup> Board of Trustees of Uganda Wildlife Authority at its 19<sup>th</sup> sitting on 21<sup>st</sup> September, 2022.

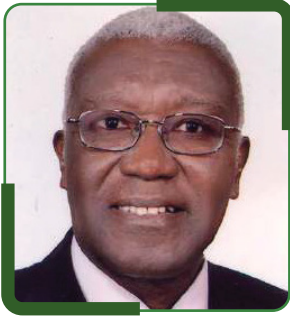


Pantaleon M. B. Kasoma (PhD)  
**CHAIRMAN, BOARD OF TRUSTEES**



Samuel John Mwandha  
**EXECUTIVE DIRECTOR**

# FOREWORD ◀



The Government of Uganda has prioritized the Tourism Sector as one of the primary growth sectors for the country's economic growth that will propel the transformation of this nation to a middle-income status. The major tourist attraction is nature with the beautiful landscapes and spectacular scenery across the country. The high species richness with unique, rare and endemic biodiversity, some of which are under threat of extinction makes Uganda a hot spot for tourists and truly the Pearl of Africa. The various accolades that have been registered in the recent past are testimony to this assertion.

This rich natural heritage has been entrusted to Uganda Wildlife Authority to manage on behalf of Government and the people of Uganda. Therefore, the Uganda Wildlife Authority Strategic Plan is of great strategic importance in safeguarding the country's natural assets upon which tourism is hinged. I am pleased that the Strategic Plan has integrated provisions of the National Vision 2040.

I am happy to note that this plan has also been developed in tandem with the Third National Development Plan (NDPIII). The Strategic Plan therefore reflects national aspirations in as far as wildlife management, nature-based tourism, product development and promotion are concerned. The overall strategic direction of this Plan is also in line with the overall theme of NDPIII of "Sustainable industrialization for inclusive growth, employment and sustainable wealth creation".

It is in recognition of the importance of this wildlife sector that government has enacted the Uganda Wildlife Act 2019 that provides tougher and more deterrent penalties for wildlife crimes such as poaching and wildlife trafficking. Government is confident that the new law will ensure that Uganda is no longer used as a source or transit for illegal wildlife trade in wildlife species and specimens. The Act also addresses the increasing human-wildlife conflict issues.

With a competent Board of Trustees overseeing the running of UWA, I have no doubt that this new Strategic Plan will guide the institution and propel it to greater heights while contributing to the overall national development agenda of moving this country from peasantry to a middle-income status.

I wish to pledge my total support and that of my ministry in ensuring that the organization successfully implements this plan.

*For God and My Country*

A blue ink signature of Tom R. Butime, written in a cursive style.

Tom R. Butime (MP)

**Minister of Tourism, Wildlife and Antiquities**

# ACKNOWLEDGEMENT ◀



Uganda Wildlife Authority has steadily grown over the last ten years. Overall, the wildlife populations, tourism numbers, infrastructural developments, staff capacity among others all show positive trends. This growth has, however, faced a variety of challenges while at the same time generated new opportunities for further growth. Some of the key challenges that emerged over the last ten years include increase in area covered by invasive species especially in Queen Elizabeth National Park, Lake Mburo National Park, Katonga Wildlife Reserve, and Toro Semliki Wildlife Reserve. Wildlife trafficking due to demand of wildlife products in the Asian and European markets and management of wildlife outside the protected areas among others are also challenges. These challenges are exacerbated by the rapid human population growth and the poor agricultural methods used in the rural settings that require space instead of increasing production per unit area. This has led to encroachment of PAs and continued poaching.

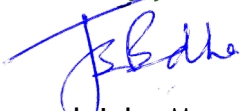
On the other hand, the increasing interest from both national and international visitors to our Protected Areas (PAs) that has enabled us double visitor numbers and revenues over the last five years. UWA is now able to invest more in improving working conditions as well as tourism facilities in the PAs. UWA will use this and other opportunities to ensure it becomes a world leader in conservation.

In the next 5 years (2020/2021 - 2024/2025), UWA is determined to overcome all the obstacles mentioned above and use the available opportunities to spur further growth with the involvement of the local communities and other stakeholders.

As one of the bedrocks of tourism in the country, it is my considered view that UWA shall remain on the trajectory of significant contribution to a sustained socio-economic transformation through wildlife tourism and sustainable wildlife utilization as the country strives to achieve middle income status.

Uganda Wildlife Authority appreciates the work done, dedication and effort put into the entire process of data collection and analysis by the Strategic Planning Team in developing this Strategic Plan 2020/21 - 2024/25. The Authority recognizes and appreciates the guidance and technical input provided by the UWA Board of Trustees (BoT) and the National Planning Authority (NPA) in the development of this Plan.

*Conserving for Generations*



Samuel John Mwandha  
**EXECUTIVE DIRECTOR**

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# ACRONYMS ◀

<b>AOP</b>	Annual Operations Plan	<b>NEMA</b>	National Environment Management Authority
<b>BNP</b>	Bwindi Impenetrable National Park	<b>NFA</b>	National Forestry Authority
<b>BMCA</b>	Bwindi Mgahinga Conservation Area	<b>NGOs</b>	Non-Governmental Organization
<b>CA</b>	Conservation Area	<b>PAU</b>	Petroleum Authority of Uganda
<b>CBDC</b>	Community Based Data Collection	<b>PES</b>	Payment for Ecosystem Services
<b>CITES</b>	Convention on International Trade in Endangered Species of Wild Fauna and Flora.	<b>PPP</b>	Public Private Partnerships
<b>DoP</b>	Directorate of Petroleum	<b>QEPA</b>	Queen Elizabeth Protected Area
<b>ED</b>	Executive Director	<b>RBDC</b>	Ranger Based Data Collection
<b>GPS</b>	Global Positioning System	<b>RMNP</b>	Rwenzori Mountains National Park
<b>HWC</b>	Human Wildlife Conflict	<b>SMART</b>	Spatial Monitoring and Reporting Tool
<b>IIED</b>	International Institute for Environment and Development	<b>STI</b>	Sexually Transmitted Infections
<b>ITFC</b>	Institute of Tropical Forest Conservation	<b>TSWR</b>	Toro Semliki Wildlife Reserve
<b>IUCN</b>	International Union for Conservation of Nature and Natural Resources	<b>UBOS</b>	Uganda Bureau of Statistics
<b>KNP</b>	Kibale National Park	<b>UNDP</b>	United Nations Development Programme
<b>KVNP</b>	Kidepo Valley National Park	<b>UNEP</b>	United Nations Environment Programme
<b>LG</b>	Local Government	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>LMNP</b>	Lake Mburo National Park	<b>UNRA</b>	Uganda National Roads Authority
<b>MDA</b>	Ministries, Departments and Agencies	<b>UPDF</b>	Uganda People's Defence Forces
<b>MENP</b>	Mt. Elgon National Park	<b>URA</b>	Uganda Revenue Authority
<b>MFCA</b>	Murchison Falls Conservation Area	<b>UWA</b>	Uganda Wildlife Authority
<b>MFNP</b>	Murchison Falls National Park	<b>UWEC</b>	Uganda Wildlife Conservation Education Centre
<b>MGNP</b>	Mgahinga National Park	<b>UWRTI</b>	Uganda Wildlife Research and Training Institute
<b>MoU</b>	Memorandum of Understanding	<b>VIP</b>	Very Important Person
<b>MTWA</b>	Ministry of Tourism, Wildlife and Antiquities	<b>WCS</b>	Wildlife Conservation Society
<b>MUBFS</b>	Makerere University Biological Field Station	<b>WR</b>	Wildlife Reserve
<b>NDF</b>	Non-Detrimental Findings	<b>WTTC</b>	World Travel Tourism Council
<b>NDP</b>	National Development Plan	<b>WWF</b>	World Wildlife Fund for Nature
<b>NPA</b>	National Planning Authority		

# EXECUTIVE SUMMARY ◀

Uganda Wildlife Authority (UWA) is a semi-autonomous statutory body established in 1996 by an Act of Parliament, Uganda Wildlife Statute 1996 (now Uganda Wildlife Act, 2019) through a merger of the former Uganda National Parks and the then Game Department. UWA was created to ensure sustainable management of wildlife and coordinate, monitor and supervise activities related to wildlife management.

UWA is a corporate body and, in its own name, capable of acquiring and holding property and suing and being sued. UWA has the legal mandate to conserve and manage wildlife in the country and enforce wildlife laws and regulations. The organization is governed through a Board of Trustees appointed by the Minister in charge of Wildlife (currently the Minister of Tourism, Wildlife and Antiquities). The day-to-day management of the organization is overseen by the Executive Director appointed by the Minister on the recommendation of the Board.

Strategic planning is a statutory requirement for UWA. Section 17(3a) of the Wildlife Act 2019 mandates the Executive Director to develop a Strategic Plan for the organization to guide in achieving its objectives as enshrined in the Act. This Strategic Plan has been developed in fulfilment of this statutory obligation. In addition, this strategic plan has been developed in line with the overall Comprehensive National Development Planning Framework (CNDPF) approved by Government in 2007 as the country's strategic planning framework.

The Uganda Wildlife Authority Strategic Plan (SP) 2015/2020 was evaluated to assess the progress made with regard to UWA strategic focus in the previous five years (2015-2020) and determine the impact of the organization. Key achievements for the period include; review of General Management Plans for protected areas such as Rwenzori Mountains NP, Semuliki NP and Toro Semliki Wildlife Reserve; a Risk Assessment of Uganda Wildlife Authority was done to identify and assess significant risks which may affect UWA's organisational performance and appropriate risk mitigation strategies were developed to address the identified risks; there was reduction of poaching incidents in all protected areas through successful prosecution of offenders, recruitment, training and deployment of more rangers as well as the establishment of Canine and Investigations units to particularly handle cases of poaching and illegal wildlife trade and trafficking. There was also improvement in the handling of human wildlife conflicts through construction of electric fences, excavation of elephant trenches, and construction of crocodile cages. Staff accommodation in PAs was put up as well as visitor information centres and disease diagnostic laboratories. There was also noticeable improved capacity in-terms of vehicles for operations and road equipment and restocking of some protected areas with key wildlife species among others.

Despite these mentioned successes, the Authority continues to face challenges including poaching both for domestic consumption of bush meat and for

commercial purposes, the latter specifically in regard to elephant poaching for ivory and pangolins mainly for their scales. However, UWA working with other relevant security agencies has been able to curtail incidents of elephant poaching within the country's protected areas from 25 cases in 2013 to only 8 cases in 2017. However, Uganda is still faced with the challenge of improving its image in respect to traffickers using the country as a conduit for this illicit trade as has been highlighted in CITES Reports and documents. Human-wildlife conflicts arising from wildlife attacks on humans and livestock and destruction of crops have been and continue to be another big challenge for UWA. Increasing urbanization has also led to displacement of wildlife from their natural habitats leading to conflict. Within this Plan, strategies have been articulated that will help UWA address this challenge so that these conflicts are significantly reduced by 2025.

Although encroachment has largely been addressed in many of the protected areas, it still remains a challenge in Mt. Elgon National Park (MENP) and East Madi Wildlife Reserve (EMWR) where the vice has been heavily politicized, thereby impeding UWA's efforts to address this challenge. Other isolated cases of encroachment are found in Karuma, Pian-Upe, Bokora and Matheniko Wildlife Reserves. By the end of this Plan period in 2025, UWA will ensure that all existing encroachments within protected areas have been eliminated. This Strategic Plan has taken into account the overall national development agenda by addressing programs relevant to the wildlife sector within the draft Third National Development Plan (NDPIII), the Government manifesto and the National Vision 2040. In addition, the Plan takes cognizance of the fact that Uganda is signatory to a number of international and regional conventions and agreements that relate to wildlife conservation. Many of the provisions of these agreements are operationalized by UWA as a government body mandated to manage wildlife on behalf of government. UWA has continued to enhance its contribution to the structural and socio-economic transformation of Uganda as enshrined in the NDPIII and National Vision 2040 which states; "A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years". Implementation of this plan will go a long way in contributing to the overall national development agenda.

The tourism sector which has been prioritized as a primary growth sector in the NDPIII continues to grow. This is reflected in the trends for visitor arrivals, conference businesses and investments in the tourist accommodation facilities that show positive growth, with total tourist arrivals increasing from 1,197,000 in 2012 to 1,505,000 in 2017 (Tourism Sector Performance Report FY 2018/2019).

The plan aims to achieve the vision of UWA becoming *"A global leader in wildlife conservation"* as well as the mission; *"To conserve, economically develop and sustainably manage the wildlife and wildlife protected areas of Uganda in partnership with the neighboring communities and other stakeholders for the benefit of the people of Uganda and the global community."* The strategic goal of this plan is to; *"Conserve Uganda's wildlife resources in a sustainable manner".*



The Strategic Plan aims to achieve the following strategic objectives: to improve and maintain the ecological integrity of protected areas; to protect wildlife resources in the country; to enhance community participation in the management of wildlife and their habitats; to generate scientific and management oriented information for wildlife management; to strengthen human resource and infrastructure capacity of UWA; to generate revenues for conservation and sustainable utilisation of wildlife; and to enhance effective and efficient management of the organisation.

It is envisaged that at the end of the five-year period, the following key results shall be achieved among others;

1. Quality of wildlife habitats in PAs enhanced
2. Species diversity and viability in and outside PAs improved
3. Wildlife trafficking in Uganda detected and prevented
4. Human-Wildlife conflicts mitigated
5. Wildlife utilization benefits to communities and other stakeholders diversified and increased
6. An effective and efficient human resource for the organization developed and maintained
7. Revenue streams developed, diversified and managed

Implementation of this plan for 5 years (2020/2021-2024/2025) will cost approximately

**UGX 733 billion.**

# 1. INTRODUCTION

This Strategic Plan has taken into account the overall national development agenda by addressing programs relevant to the wildlife sector within the Third National Development Plan (NDPIII), the Government manifesto and the National Vision 2040. In addition, the Plan takes cognizance of the fact that Uganda is signatory to a number of international and regional conventions and agreements that relate to wildlife conservation. Many of the provisions of these agreements are operationalized by UWA as a government body mandated to manage wildlife on behalf of government.

## 1.0 Background

This Plan is to define the overall strategic direction that Uganda Wildlife Authority wants to take for the next 5 years. This direction is articulated in the vision, mission, strategic goal and core values that will help the organization achieve the long-term desired future.

## 1.1 Legal Framework

Uganda Wildlife Authority (UWA) is a semi-autonomous statutory body established in 1996 by an Act of Parliament, Uganda Wildlife Statute 1996 (now Uganda Wildlife Act, 2019 of the laws of Uganda through a merger of the former Uganda National Parks and the then Game Department. UWA was created to ensure sustainable management of wildlife and coordinate, monitor and supervise activities related to wildlife management.

UWA is a corporate body and, in its own name, capable of acquiring and holding property and suing and being sued. UWA has the legal mandate to conserve and manage wildlife in the country and enforce wildlife laws and regulations. This mandate is clearly outlined under section 6 (1) (a) of the Uganda Wildlife Act 2019. The organization is currently responsible for the management of 10 National Parks and 12 Wildlife Reserves and provides guidance for the management of 5 Community Wildlife Areas and 13 Wildlife Sanctuaries.

Strategic planning is a statutory requirement for UWA. Section 17(3)(a) of the Wildlife Act, 2019 mandates the Executive Director to develop a Strategic Plan for the organization to guide in achieving its objectives as enshrined in the Act. This Strategic Plan has therefore, been developed in fulfilment of this statutory obligation. In addition, this Strategic Plan has been developed in line with the overall Comprehensive National Development Planning Framework (CNDPF) approved by Government in 2007 as the country's strategic planning framework.

UWA formulates its own operational policies, guidelines and plans. Strategic planning has taken root in the organization starting in 2001 when the first ever strategic plan for the organization was developed since the organization was created in 1996. The first plan that ran up to 2005 was rolled over in 2002 to run up to 2007. Since 2007, UWA management decided to develop entirely new strategic plans with well-defined vision and core values, which elements were lacking in the previous plans. This Strategic Plan comes at a time when several challenges identified in the previous plans have been addressed. However new conservation challenges continue to emerge, hence the need to continuously review and revise the plan to address the emerging challenges. The organization has over the years built staff capacity in strategic planning. As a result, this Strategic Plan has been developed using internal capacity by staff of the organization. The organization is mandated to generate and spend its own revenue. It also receives government subvention to support its operations although this has been dwindling over the years. The Ministry of Tourism, Wildlife and Antiquities (MTWA), is responsible for wildlife policy formulation, oversight, technical guidance and monitoring the performance of UWA.

In a broader context, UWA's activities and operations subscribe to the work of, and is a member of the Tourism Development Program Working Group. However, arising out of the need for coordination and collaboration, UWA shares lateral relationships with other agencies of government. Some of these agencies include but not limited to the National Forestry Authority (NFA), Fisheries Department, Wetlands Management Department, National Environment Management Authority (NEMA), Directorate of Petroleum (DoP), Uganda National Roads Authority (UNRA), Petroleum Authority of Uganda (PAU), Uganda People's Defence Forces (UPDF) and Uganda Police. In addition, UWA works closely with relevant District Local Governments, conservation Non-Government Organizations (NGOs), the private sector and other stakeholders with interest in conservation.

## 1.2 Governance and Organisational structure

The organization is governed through a Board of Trustees appointed by the Minister in charge of Wildlife (currently the Minister of Tourism, Wildlife and Antiquities). The day-to-day management of the organization is overseen by the Executive Director appointed by the Minister on the recommendation of the Board. The final Organogram will be an annex when the Board of Trustees completes its work in liaison with the Public service guidelines on restructuring and mergers.

## 1.3 National, Legal and Policy context

UWA Strategic Plan contribution to the Environment and Natural Resources Programme

UWA is mandated to conserve wildlife resources for the benefit of the people of Uganda and the global community. To achieve this and fulfil its mandates, UWA periodically develops strategic plans to guide its developments which is in tandem

with the national development plan. UWA has developed this Strategic Plan for the period 2020 to 2025 and ensured that the Plan's strategic programmes have incorporated key aspects of environmental management in line with NDP III.

UWA continues to conserve and sustainably manage wildlife habitats and the wildlife therein. Its well-preserved PAs are composed of various habitats such as natural high forests, mountains, wetlands, water bodies as well as grassland ecosystems. The conservation of these habitats contributes immensely to a clean environment. Under this Strategic Plan, UWA has various programme areas which are aimed at conserving these habitats and thereby enhancing their environmental benefits which include;

a) Water catchment by forest ecosystems which also regulate water flow and flood control and soil erosion control. The preserved forests also play a vital function of erosion disaster control such as controlling landslides and mud slides. UWA has in place and continues to develop restoration plans geared towards rehabilitating degraded areas that are usually prone to erosion and associated landslides and mudslides to avoid human disasters such as those that occur in Mount Elgon Area.

■ UWA protected areas such as Mt. Elgon, Mt Rwenzori and Mgahinga play a key role as sources of clean water for domestic use and other uses such as irrigation. The wetlands and water bodies are managed in liaison with the stakeholders to ensure that the ecosystem services are harnessed. These include fishery, function of water filtration and purification provided by UWA Wetland systems. The enforcement programs which UWA is implementing in these areas to ensure there is no encroachment is vital in keeping these environments un-degraded thereby allowing continuous provision of the ecosystems services to the communities and the global community.

■ UWA protected habitats especially the forest ecosystems play a vital role of serving as carbon sinks by absorbing carbon dioxide from the atmosphere which contributes to a clean environment and also serving the bigger function of reducing global warming. This strategic plan has objectives for enhancing programmes that will go a long way to sequester more carbon and better improve the environment. An example of such intervention is the afforestation and reforestation programmes that continue to be implemented in PAs such as Mt Elgon and Kibale National Parks.

The salient area of weather and climate change adaptation and mitigation is priority during the strategic planning process. UWA continues to work with the relevant stakeholders such as the Uganda National Meteorological Authority to bolster the weather stations in the Protected Areas. The data on elements of weather is captured and shared with the relevant stakeholders for analysis and management use in predicting weather and feeding into the long term weather data bank.



UWA has planned to address the effects of climate change through putting in place actions such as excavation of watering holes in water stressed areas such as Kidepo Valley, Lake Mburo National Parks and other PAs which are in the dry corridors. In the same vein UWA has planned to monitor various weather conditions with the aim of detecting the impacts of climate change so as to address them before they become disasters. Interventions have been put in place to address the emergency of invasive species in the protected areas, UWA has adopted the concept of active habitat management in the protected areas to keep the rangelands suitable for wildlife and all this address some of the impacts of climate change.

The UWA Strategic plan also aims at meeting the Sustainable Development Goals (SDGs). Through activities such as FSC certification, the organisation is committed towards combating effects of climate change which works to meet SDG 13. UWA's mandate of conservation of all wildlife directly fulfils SDG 15 of protecting and preventing biodiversity loss. SDG 1 is aimed at ending poverty everywhere and in contribution to this, UWA promotes community tourism especially among communities surrounding protected areas. UWA Strategic Plan contribution to the Tourism development programme.

UWA has continued to enhance its contribution to the structural and socio-economic transformation of Uganda as enshrined in the NDP III and National Vision 2040 which states; "A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years".

The tourism sector which has been prioritized as a primary growth sector in the NDP III continues to grow. This is reflected in the trends for visitor arrivals, conference businesses and investments in the tourist accommodation facilities that show positive growth, with total tourist arrivals increasing from 1,197,000 in 2012 to 1,505,000 in 2017 (Tourism Sector Performance Report FY 2018/2019).

Uganda's tourism is nature-based with the majority of leisure tourists visiting the country to enjoy the exceptional wildlife diversity, a vast array of landscapes of incredible aesthetic beauty and good climate. UWA is in charge of most of these natural areas that were set aside by Government as national parks and wildlife reserves to protect the national heritage for enjoyment among other reasons hence, contributing directly to the country's economic development through tourism. The resurgence in the numbers of wildlife owing to the improved conservation initiatives and efforts over the years is a demonstration of UWA's resolve to make a significant contribution to Uganda's economic recovery. Populations of key wildlife species like elephants, buffaloes, Uganda kobs, giraffes, and mountain gorillas have all grown over the last fifteen years of UWA's existence.

Although global projections indicated that tourism would grow at an annual rate of 4.2-5.4% for the next 10 years (UNWTO, 2018 ), with the outbreak of COVID 19, these projections will certainly be affected. Despite the effects of the

pandemic, tourism will continue to be a major employer and foreign exchange earner for Uganda, providing an opportunity for many Ugandans to earn a living at various levels of the tourism value chain (as tour guides, interpreters, waiters and waitresses, drivers, and chefs). With the diversification and development of tourism products, creative marketing and improved infrastructure, the tourism numbers are expected to double as will revenue generation. This increased tourist arrival as well as the revenue generated by the sector will create a lot more jobs in the process.

Tourism infrastructure improvement and expansion are critical for tourism development. Significant gaps in road access to major tourism sites still exist and a number of tourism tracks and roads to ease tourism access to tourism sites within the protected areas have been developed and maintained to enhance the tourist experience. The proposal by government to upgrade the upcountry airstrips to airports particularly Kasese and Gulu which are closer to many of the prominent tourism sites will be fast tracked and expedited. The existing airstrips in the national parks shall be rehabilitated to easily handle domestic tourist flights. Expansion of electricity and ICT networks into more remote tourism destinations shall be expedited for ease of communication and doing business for both tourists and investors. A number of private concession investments in lodges and other tourism products have been established in most of the protected areas to address gaps in tourism infrastructure and facilities specifically the medium and to upmarket facilities for better tourism experience. Notable concession investments include tourism boats, hot air balloons, lodge accommodation and souvenir shops.

The tourism sector has continued to register significant and progressive improvements as shown by several development indicators such as tourist arrivals, foreign exchange earnings, growth in domestic tourism, employment and tourism business among others. For example, in 2018, Uganda's tourist arrivals grew by 7.4 percent from 1.402 million in 2017 to 1.505 million. The foreign exchange earnings also grew by 10.1 percent from US\$ 1.45 billion in 2017 to US\$ 1.6 billion. A total of 667,600 people were employed in the Travel and Tourism industry in 2018. (MTWA 2019). UWA as the key custodian of the natural areas that form the basis for leisure tourism, contributes indirectly to this job market. UWA provides direct employment to 2,200 people up from 1,300 staff in 2007 employed in various capacities. It is estimated that a further 2,000 people, together with their families, depend on the PAs for their livelihoods through employment in lodges, tour companies and other private concessions that all depend on the PAs.

The Uganda Wildlife Act, 2019 Section 86 (2d), provides for revenue sharing whereby 20% of the park entry fees collected from visitors entering wildlife protected area is given to the local government(s) of the parishes surrounding the wildlife protected area from which the fees were collected. Through this scheme, and from 2005 to 2017, the Authority generated over 18 billion shillings for revenue

sharing community projects within parishes that lie adjacent to PAs (UWA 2018). Through initiatives such as the resource access agreements, and community concessions, UWA has helped improve the livelihoods of many rural Ugandans who have used the resources to improve their lives. The resource access initiatives give rural communities regulated access to the various resources within the PAs. These include firewood, foods such as bamboo, non-timber forest products, herbal medicine and many more depending on the surrounding communities. Through the wildlife use rights scheme, the Authority has permitted regulated and sustainable utilization of wildlife resources. This has further enhanced the benefits to communities and private sector through wildlife-based enterprise development such as wildlife trade, sport hunting, wildlife farming and ranching. As of 2017, over 7 billion Uganda shillings have accrued from sport hunting alone since 2008 (UWA 2018).

#### Relevance to International Conventions, Obligations and Standards

Uganda is signatory to a number of international and regional conventions, agreements and standards that relate to wildlife conservation and or management. Many of the provisions of these agreements and standards are operationalized by UWA as a government body mandated to manage wildlife on behalf of government. This Strategic Plan therefore takes cognizance of these agreements and standards and many of the Plan's strategies especially under the Resource Conservation and Management program have taken into consideration relevant provisions of these international agreements and standards. Of specific interest are the provisions under the Convention on Biological Diversity (CBD), the Convention on Migratory Species (CMS), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), The FSC National Forest Stewardship Standard of the Republic of Uganda and The Lusaka Agreement on the Conservation of Fauna and Flora.

At regional level, the Plan addresses most of the relevant initiatives under the East African Community Treaty.

At national level, provisions within the National Biodiversity Strategy and Action Plan (NBSAP) have been addressed. Specifically, the Plan has addressed Aichi Biodiversity Targets for the NBSAP on conservation awareness, extinct species, halting loss of habitats, ecosystem degradation and ensuring restoration of those that have been degraded. Other areas at national level including knowledge and science base on biodiversity and demonstrating the economic value of ecosystems to human survival have all been addressed in the various programmes of the Strategic Plan.

In compliance with the national standards such as the FSC National Forest Stewardship Standard of the Republic of Uganda which was developed and launched

in March 2018, UWA does not tolerate corruption within its personnel ranks and the Human Resource Manual has clearly outlined disciplinary procedures to deal with such cases and other personnel issues. In addition, the core corporate values as articulated in Section 3 below, demonstrate this commitment. Furthermore, in its commitment to implement and comply with the standard, UWA observes the right of indigenous people referred to as forest dependent communities such the Batwa by involving them in conservation activities which enable them to earn a living. Other sections of the standard are complied with during the preparation and implementation of the PA General Management Plans and implementation of the provisions within the Human Resource Manual.

#### 1.4 Purpose of the plan

The purpose of the Plan is to chart the overall strategic direction that Uganda Wildlife Authority desires to take for the next 5 years (2020/2021 - 2024/2025) building on the achievements made from the previous plan. This direction is articulated in the mission to conserve, economically develop and sustainably manage the wildlife and wildlife protected areas of Uganda in partnership with neighbouring communities for the benefit of the people of Uganda and the global community. The direction is further elaborated in the strategic goal, which is to conserve Uganda's wildlife resources in a sustainable manner that will help the organization achieve the long-term desired vision of being a global leader in wildlife conservation.

#### 1.5 Process of developing the Strategic Plan

Uganda Wildlife Authority planning process employs a consultative and participatory approach. It engages multi-disciplinary expertise as part of the core planning team to provide overall substantive and logistical coordination and oversight. The planning process further relies on a bottom-up approach to ensure ownership of the outcome of the planning process. This strategic planning process for this particular SP, went through the standard planning steps. A concept paper was developed to highlight the process and timelines for developing a new strategic plan for the organization. The planning team was also proposed as part of this concept both of which were duly adopted by UWA top management and Board of Trustees. The team was constituted as follows;

- (i) The Top Management (Executive Director and the Directors) to steer and give strategic direction to the planning process.
- (ii) The technical planning team comprised of staff from the Planning Unit, the field and the different departments at the headquarters.

The composition of the team included the Deputy Director Planning, Monitoring and Research, as the team leader as well as all the Chief Wardens, Principal Warden and Warden in charge Bwindi South sector. The Department of Conservation, Office of the Executive Director, Department of Tourism and Business Services, Department of Finance, and M&E Manager were represented on the planning team. The secretariat of the team was the Planning Unit. Consultations were held with



the Ministry of Tourism, Wildlife and Antiquities and key partners as well as key stakeholders involved in conservation and tourism. Input was also sought from sector agencies of government involved in natural resources management. All input from the stakeholder consultations including views from UWA staff fed into the development of the strategic plan.

A series of workshops were held to analyse data obtained from stakeholder consultations using the various standard analytical tools, namely:

- (i) Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis;
- (ii) Political, Economic, Social, Technological and Environmental (PESTE) trends analysis;
- (iii) Stakeholder analysis;
- (iv) External review of UWA performance and
- (v) External evaluation of the expired strategic plan

Various elements of the overall strategic direction were articulated. These included the Vision, Mission, Core Corporate values, and Overall goals for the five-year plan. In addition, the team identified critical issues that merit special consideration in the plan together with their respective indicators which will be used to assess progress of implementation of the plan.

## 1.6 Structure of the Strategic Plan

This strategic plan is made up of 8 chapters. Chapter 1 is the introduction which spells out the legal framework, governance and organisational structure, policy content, purpose and process of development of the plan; chapter 2 contains the situation analysis detailing the performance of the previous plan and lessons learnt, the financial analysis as well as stakeholder analysis and the SWOT analysis and impacts of COVID-19; chapter 3 is the strategic direction which the plan is following for 5 years (2020/21-2024/25); chapter 4 is on costing of the plan; chapter 5 is on the institutional mechanisms of implementation of the plan. The subsequent sections highlight the following: communication strategy, risk management, Monitoring and Evaluation and project profiling.

## 2. SITUATION ANALYSIS

### 2.0 Performance of the previous plan

Key achievements for the period include; review of General Management Plans for protected areas such as Rwenzori Mountains NP, Semuliki NP and Toro Semliki Wildlife Reserve; undertook a Risk Assessment of Uganda Wildlife Authority to identify and assess significant risks which may affect UWA's organisational performance and developed appropriate risk mitigation strategies to address them; there was reduction of poaching incidents in all protected areas through successful prosecution of offenders, recruitment, training and deployment of more rangers as well as the establishment of Canine and Investigations units to particularly handle cases of poaching and illegal wildlife trade and trafficking; there was Improvement in the handling of human wildlife conflicts through commencement of the construction electric fence, excavation of elephant trenches, construction of crocodile cages, staff accommodation in PAs, student hostels and visitor information centres, disease diagnostic laboratories, improved capacity in-terms of vehicles for operations and road equipment, restocking of some protected areas with key wildlife species among others.

In spite of the successes mentioned above, poaching still remains a challenge due to various factors outside UWA's direct control. Poaching is largely carried out for domestic consumption of bush meat and also for commercial purposes, particularly for elephant ivory and pangolin scales. UWA, working with other relevant security agencies has been able to curtail this unfortunate trend with a remarkable reduction in elephant poaching within the country's protected areas from 25 cases in 2013 to only 8 cases in 2017. However, Uganda is still faced with the challenge of improving its image in respect to traffickers using the country as a conduit for this illicit trade as has been highlighted in CITES reports and documents.

Human-wildlife conflicts arising from wildlife attacks on humans and livestock and destruction of crops have been and continue to be another big challenge for UWA. Increasing urbanization has also led to displacement of wildlife from their natural habitats leading to conflict. Within this Plan, strategies have been articulated that will help UWA address this challenge so that these conflicts are significantly reduced by 2025.

Although encroachment has largely been addressed in many of the protected areas, it still remains a challenge in Mt. Elgon National Park (MENP) and East Madi Wildlife Reserve (EMWR) where the vice has been heavily politicized, thereby impeding UWA's efforts to address this challenge. Other isolated cases of encroachment are found in Karuma, Pian-Upe, Bokora and Matheniko Wildlife Reserves. By the end of this Plan period in 2025, UWA will ensure that all existing encroachments within protected areas have been eliminated.

**Table 1: Performance of the previous plan**

The table below highlights targets and achievements from the implementation of the previous Strategic Plan 2015-2020.

Strategic Objective	Target	Achievements
	<b>Resource Conservation and management Program</b>	
To restore and maintain healthy ecosystems in all protected areas	<ul style="list-style-type: none"> <li>Two restoration plans developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Restoration plans for PAs with various developments (oil, hydro power and mining); developed and implemented by developers</li> </ul>
	<ul style="list-style-type: none"> <li>Kibale, Rwenzori Mountains and Bwindi PAs FSC certified</li> <li>Boundary survey and marking in MENP conducted</li> <li>One Honorary Wildlife Officers collaborative forum established</li> <li>Review all expired Resource access MoUs in PAs</li> <li>Collaborative guidelines developed and implemented</li> <li>Biodiversity assessment in two PAs</li> <li>One viable biodiversity area legally established as a protected area</li> </ul>	<ul style="list-style-type: none"> <li>Certification of Kibale, Rwenzori Mountains and Bwindi PAs under the FSC certification standard systems is in the final stages.</li> <li>Encroachment on most protected areas was largely contained.</li> </ul>
To contain illegal activities in all wildlife areas	<ul style="list-style-type: none"> <li>20 investigations staff, 489 rangers, 80 intelligence staff trained and equipped</li> <li>Prosecute all suspects in courts of law</li> </ul>	<ul style="list-style-type: none"> <li>20 investigations staff, 484 rangers and 80 intelligence staff recruited and trained.</li> <li>Built capacity for prosecution of offenders (prosecutors in each CA recruited and trained): Over 9832</li> </ul>

	<ul style="list-style-type: none"> <li>• Seize all illegal wildlife products</li> <li>• Patrols, intelligence and investigation operations undertaken</li> <li>• 4 Legal officers recruited</li> <li>• Recruit prosecutors in each CA</li> <li>• 15 staff trained and equipped in prosecution and court procedures</li> <li>• Two cross boarder joint operations</li> <li>• Three critical wildlife areas established</li> <li>• One Collaborative Management Agreement signed and implemented</li> <li>• Fencing some critical parts of QENP and LMNP</li> <li>• Approve plan for management of wildlife outside UWA protected areas</li> </ul>	<p>suspects arrested and prosecuted.</p> <ul style="list-style-type: none"> <li>• Established canine, investigation and intelligence Units</li> </ul>
To restore and manage viable populations of at least two extinct and/or endangered wildlife species within PAs as meta populations	<ul style="list-style-type: none"> <li>• Giraffes translocated to Pian-Upe,</li> <li>• Feasibility study for Rhinos to Ajai</li> <li>• Approved breeding plan for eastern black and northern white rhinos</li> <li>• Approved plans for endangered species in place</li> <li>• Approved action plan for out of range species</li> <li>• Species specific management plan</li> </ul>	<ul style="list-style-type: none"> <li>• 6 translocations to various PAs involving 344 wild animals of various species carried out</li> <li>• Built UWA staff capacity to carry out translocation</li> <li>• Developed species specific management plans for Rhino, Elephant and Giraffe</li> </ul>



	developed and implemented	
<b>Research and Ecological Monitoring program</b>		
To generate scientific and management information for wildlife management	<ul style="list-style-type: none"> <li>Wildlife population trends report</li> <li>Functional software and tools acquired</li> <li>Approved training manual for ecological monitoring</li> <li>Approved wildlife survey plan</li> <li>Annual Wildlife Status report</li> <li>Conduct wildlife census</li> <li>State of Wildlife resources 2020</li> <li>At least 5 PAs</li> <li>One non detrimental findings study</li> <li>Two MoUs with research institutions signed</li> <li>Research committee instituted</li> <li>Operational research fund</li> <li>Train all EM&amp;R staff in all PAs</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring systems and tools acquired (GIS software, SMART app, Cyber Tracker, SMART phone, Night vision Cameras, Ordinary cameras, GPS)</li> <li>State of Wildlife resources 2018 published</li> </ul>
<b>Capacity Development program</b>		
To have in place adequate, skilled, healthy and motivated staff	<ul style="list-style-type: none"> <li>HR manual reviewed and popularized</li> <li>One staff with HR delegated functions per PA,</li> <li>Approved induction manual, procedures and guidelines in place</li> <li>Clear ToRs for the training committee</li> <li>Approved 5-year training plan</li> <li>Establish the training wing and have it functional</li> </ul>	<ul style="list-style-type: none"> <li>The HR manual was reviewed and streamlined to existing laws</li> <li>Five-year training plan developed and implemented: 4827 staff trained in various areas</li> </ul>

	<ul style="list-style-type: none"> <li>• Approved administrative manual</li> <li>• Implement all staff welfare schemes as listed in the HR manual</li> <li>• Review staff remuneration annually</li> <li>• Approved occupational health and safety policy</li> <li>• Approved Paramilitary code of conduct for Armed staff</li> <li>• Approved revised appraisal tool</li> <li>• Performance reward guidelines developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Appraisal tool revised</li> <li>• 541 staff recruited</li> <li>• Construction unit established</li> <li>• 54 ranger post constructed</li> </ul>
<b>Community conservation program</b>		
<b>To minimize human wildlife conflicts</b>	<ul style="list-style-type: none"> <li>• Approved Human-Wildlife Conflict Management strategy</li> <li>• One area to be determined by management</li> <li>• Database with annual data place</li> <li>• Annual human wildlife analysis report</li> </ul>	<ul style="list-style-type: none"> <li>• A Human-Wildlife Conflict Management Strategy was developed</li> <li>• A sub directorate of community conservation created and staff recruited</li> <li>• Feasibility study to assess problem animal sites and species was conducted.</li> <li>• Recorded 12377 cases from within and outside protected areas out of which 10700 (86.5%) were responded to</li> <li>• A pilot electric fencing program was initiated: 23km constructed in QENP and a survey to construct in MFNP done</li> <li>• Excavated 408.9km and maintained 82.1km elephant control trenches in PAs</li> </ul>

		<ul style="list-style-type: none"> <li>Planted 164.1km and maintained 855.5km of Mauritius thorn</li> <li>Five crocodile cages were constructed</li> <li>Implemented various community based mitigation measures against human wildlife conflicts: 1599 youth scouts recruited</li> </ul>
<b>Tourism Development and Financial Sustainability program</b>		
To develop and maintain tourism infrastructure and facilities as identified in the GMPs for PAs	<ul style="list-style-type: none"> <li>Approved standards and guidelines for tourism infrastructure</li> <li>Prioritized tourism infrastructure and facilities developed</li> </ul>	<ul style="list-style-type: none"> <li>Developed guidelines for private sector investments in UWA estates</li> <li>Established Bukurungu trail in RMNP</li> <li>Established of Kampala Visitor Information Centre at Sheraton Kampala Hotel</li> <li>Constructed a Visitor Centre at Buhoma in BMCA</li> <li>Constructed students' Centres at Mweya (QECA) and Paraa (MFCA)</li> <li>Constructed entry gates at Kabatoro (QECA) and Kichumbanyobo (MFCA)</li> </ul>
	<ul style="list-style-type: none"> <li>Approved guidelines for management of UWA owned tourism facilities</li> <li>Approved guidelines for private sector investments in PAs developed</li> <li>Approved maintenance and replacement plan</li> <li>Tourism access roads maintained</li> </ul>	<ul style="list-style-type: none"> <li>Drafted guidelines for management of UWA owned tourism facilities</li> <li>Acquired 1 new road unit</li> <li>Lobbied for the upgrading of tourism roads</li> <li>8930.9km of trail network and 956km of</li> </ul>

		tourism track were maintained and 272.5 km new tracks opened
<b>Governance and Corporate affairs program</b>		
To have effective wildlife policies, plans, laws, and regulations	<ul style="list-style-type: none"> <li>• 3 Wildlife regulations drafted and submitted to the ministry</li> <li>• Approved Compendium of existing policies, plans, strategies, guidelines etc</li> <li>• Review all GMPs and other plans that will be due for review</li> </ul>	<ul style="list-style-type: none"> <li>• Rhino conservation and management strategy was developed</li> <li>• Developed 3 General Management Plans for RMNP, SNP and TSWR and 4 for Katonga, Ajai and Matheniko and Bokora WR and MENP underdevelopment</li> <li>• Elephant Action Plan was developed</li> <li>• Management plan for wildlife dispersal corridors in the Kidepo critical landscape (Uganda) developed</li> <li>• National Giraffe conservation strategy</li> <li>• Drafted Management Plan for wildlife outside protected areas</li> <li>• 7 regulations were developed</li> </ul>

## 2.1 Description of state of cross cutting issues

### 2.1.1 Climate change

Climate change effects manifest through noticeable changes in rainfall patterns and reduction in total annual rainfall amounts. Reduction in rainfall has had a negative impact on protected areas as watering places become dry during severe dry seasons leading to wildlife death. Torrential rains on the other hand have led to destruction of infrastructure such as roads, bridges and tourism tracks which makes access very difficult. Furthermore, these torrential rains have resulted into landslides particularly in areas close to the protected areas for example in Mount Elgon and melting of the icecaps on Rwenzori Mountain. Such disasters have left many communities landless who in turn then put pressure on the protected area through encroachment. The proliferation of invasive species in most protected areas that has affected the quality of habitats is also partly attributed to climate change. The quality of the habitat in protected areas has also been affected by climate change. There has been emergence of unpalatable and more resilient invasive plant species that can withstand harsh conditions. Change in the quality of habitat affects wildlife in various ways including wildlife migration and distribution, outbreak and spread of wildlife diseases. (NEMA, 2007 ).

Over the strategic plan period (2015 to 2020), a number of interventions were undertaken to mitigate the effects of climate change on the protected areas. These included active removal of invasive plant species from about 650 hectares of the protected area, regular collection of phenological data to keep up with changes within the UWA estate as well as promotion of FSC certification of Kibale, Rwenzori and Bwindi Impenetrable National Parks. UWA still faces the challenge of having the capacity to effectively interpret and apply the phenological data that is collected.

### 2.1.2 Gender

According to the Uganda Gender Policy, the constitution of the Republic of Uganda recognises equality between men and women and provides for gender balance and fair representation of marginalised groups. Uganda Wildlife Authority, ensures compliance with the guidance of the constitution by offering equal employment opportunities to qualified and competent men and women. This is well articulated in the organisation's Human Resource Manual. UWA, through its community resource interventions, ensures active participation of women and other marginalised groups of people as well as equal share and access to benefits from the protected areas. However, there are still some challenges that the organisation continues to face including low turn up of females during recruitment processes as well as the continued involvement of children in community activities such as sale of tourism artefacts instead of being enrolled in schools.



## 2.2 Institutional capacity

### Financial resources

Uganda Wildlife Authority is mandated to generate and use its internally generated resources. This revenue is also in addition to funds contributed by external conservation partners. Tables 2 and 3 below provide summaries of the internal revenues generated and expenditure incurred during the previous five years (2015-2020).

**Table 2: Revenue performance 2015-2020**

The table below shows the expected revenue to be collected and the revenue that was actually received over the 5 years from 2015 to 2020.

	2015/16		2016/17		2017/18		2018/19		2019/20	
	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions	Ushs in Billions
	Projected revenue	Actual	Projected revenue	Actual	Projected revenue	Actual	Projected revenue	Actual	Projected revenue	Actual
Appropriation In Aid	65.327	53.248	57.446	63.823	63.274	94.102	71.800	116.170	107.749	97.291
Subventions	0.000	0.329	-	1.051	-	1.049	1.000	0.720	1.000	1.103
Grants/Donations	3.062	5.682	5.297	2.507	3.214	11.121	5.391	3.280	6.000	3.186
Net Finance income/cost	0.000	0.646	-	0.193	-	2.205	0.000	(3.424)		1.935
Reinvestment of surplus									15.000	
<b>Total Revenue performance</b>	<b>68.389</b>	<b>59.905</b>	<b>62.744</b>	<b>67.573</b>	<b>66.488</b>	<b>108.477</b>	<b>78.191</b>	<b>116.746</b>	<b>129.749</b>	<b>103.516</b>

**Table 3: Expenditure performance 2015-2020**

		2015/16 (Shs. in Billions.)	2016/17 (Shs. in Billions.)	2017/18 (Shs. in Billions.)	2018/19 (Shs. in Billions.)	2019/20 (Shs. in Billions.)	Total
<b>Planned Budget</b>	Wage	34.936	34.566	37.409	45.194	41.031	<b>193.136</b>
	Non-Wage	33.453	28.178	29.079	32.997	88.718	<b>212.425</b>
	<b>Total Budget</b>	<b>68.389</b>	<b>62.744</b>	<b>66.488</b>	<b>78.191</b>	<b>129.749</b>	<b>405.561</b>
<b>Allocations</b>	Wage	31.182	32.923	34.058	47.022	40.322	<b>185.507</b>
	Non-Wage	30.399	29.822	34.683	36.222	57.660	<b>188.786</b>
	<b>Total</b>	<b>61.581</b>	<b>62.745</b>	<b>68.741</b>	<b>83.244</b>	<b>97.982</b>	<b>374.293</b>

## Human Resources development and management

Table 4 below shows the staffing establishment in the organisation. Up to 75% of all required positions were filled by 2020 with only 576 of the 2705 positions were remaining unfilled.

**Table 4: Staff Establishment**

POSITION	Required	Filled	Staffing gap
Executive Director	1	1	0
Director Conservation	1	1	0
Deputy Director Field Operations	1	1	0
Deputy Director Community Conservation Affairs	1	1	0
Deputy Director Legal and Corporate Affairs	1	1	0
Director Finance and Administration	1	1	0
Deputy Director Human Resource	1	1	0
Director Tourism and Business Services	1	1	0
Deputy Director Planning, Monitoring and Research	1	0	1
Chief Warden	7	7	0
Manager Internal Audit	1	1	0
Financial Auditor	1	1	0
Operations Auditor	1	1	0
Assistant Warden- Audit	2	0	2
Communications Manager	1	1	0
Public Relations Officer	2	1	1
Electronic and Social media and Officer	1	0	1
Partnerships coordinator	1	1	0
Assistant warden Sports	1	1	0
Warden Resource mobilization	1	0	1
Coaches	3	3	0
Procurement Manager	1	1	0
Procurement Officer	9	2	7
Manager Monitoring and Evaluation	1	1	0
Monitoring and Evaluation Officer	1	1	0
Manager Planning	1	1	0
Planning Officer	2	1	1
Manager Intelligence	1	1	0
Intelligence Officer	9	9	0
Executive Assistant	1	1	0
Administrative Assistant	29	29	0
Office Assistants	27	27	0
Manager Civil and Legal Services	1	1	0
Legal Officer - Civil Litigation	1	1	0
Legal Clerk	1	1	0
Legal Officer - Advisory Services	1	1	0

POSITION	Required	Filled	Staffing gap
Manager Prosecution	1	1	0
Prosecutor	7	7	0
Legal Officer Board Affairs	1	1	0
Human Resource Manager	1	1	0
Senior Human Resource Officers	3	3	0
Central Registry Officer	1	1	0
Central Registry Assistant	1	1	0
Records Officer	1	1	0
Human Resource Officer	7	0	7
Manager Revenue	1	1	0
Manager Expenditure	1	1	0
Accountant Budget	1	1	0
Senior Accountant in charge of CAs	7	7	0
Accountant	21	21	0
Accounts Clerks	82	82	0
Stores Clerk	9	9	0
Manager Engineering and Estates Management	1	1	0
Maintenance Assistant	1	1	0
Compound Attendant	1	1	0
Senior Administration Officer	1	1	0
Fleet Management Officer	1	1	0
CA Senior Engineers	3	3	0
Drivers	142	142	0
Manager Information Communication and Technology	1	1	0
Senior ICT Officer Database	1	1	0
ICT Officer Software	1	1	0
ICT Officer Networks	1	1	0
ICT Officer Hardware	1	1	0
Senior Species Specialist	1	0	1
Species Specialist	3	0	3
Manager Ecological Monitoring	1	1	0
Ecological Monitoring Officer	1	1	0
Warden Monitoring and Research	8	8	0
Ecologist Rangers	42	42	0
Senior Pilot	1	1	0
Pilot	1	0	1
Librarian	1	1	0

POSITION	Required	Filled	Staffing gap
Manager Veterinary Services	1	1	0
Veterinary Officers	4	0	4
Laboratory Technicians	4	4	0
Business Development Manager	1	1	0
Concessions Officer	1	1	0
Business Development Officer	1	0	1
Tourism Sales Manager	1	1	0
Sales Executives- Reservations	13	13	0
Market Research Officer	1	1	0
Warden Tourism	21	21	0
Manager Law Enforcement	1	1	0
Senior Warden Law Enforcement	9	2	7
Senior Warden In Charge PA Sector	13	2	11
Warden Law Enforcement	21	21	0
Assistant Warden Law Enforcement	15	15	0
Warden Intelligence	8	8	0
Warden Armoury	1	1	0
Ranger Operations	1640	1200	440
Senior Investigations Officer	1	1	0
Investigation Officer	11	11	0
Rangers Investigations	89	89	0
Investigation Officer - Head Canine	1	1	0
Assistant Investigations Officer Canine	4	4	0
Canine Handlers	36	36	0
Warden Stockpile Management	1	1	0
Senior Warden In Charge - Zziwa Rhino Sanctuary	1	1	0
Senior Warden In Charge PA/Sector	13	3	10
Manager Community Benefits	1	1	0
Senior Warden Community Conservation Benefits	1	1	0
Warden Community Conservation - Mobilization	1	0	1
Manager Wildlife Enterprises	1	1	0
Senior Warden Community Conservation Wildlife Enterprises	1	1	0
Warden Community Conservation Wildlife Stations	1	0	1
Warden Community	13	13	0
Assistant Warden Community Conservation Wildlife Stations	4	4	0
Manager Problem Animal and Vermin	1	1	0
Warden Community Conservation, Problem Animal and Vermin	1	1	0



POSITION	Required	Filled	Staffing gap
Community Conservation Rangers Wildlife Stations	18	18	0
Community Conservation Assistants	217	150	67
Fence Technician	44	44	0
Fence Supervisor	1	1	0
Fence Maintenance Assistants	8	0	8
Warden Forest Restoration	1	1	0
Assistant Warden Forest Restoration	2	2	0
<b>TOTAL</b>	<b>2705</b>	<b>2129</b>	<b>576</b>

## Monitoring and Evaluation function

Uganda Wildlife Authority has an established Monitoring and Evaluation unit with adequate staff who perform the monitoring and evaluation function within the organisation. The monitoring and evaluation of the previous plan was conducted on a quarterly and annual basis. Quarterly monitoring was done through the evaluation of quarterly work plans and production and review of performance reports. Annual evaluations were done through the monitoring of the Annual operations plan as well as production of annual performance review reports. In addition, a mid-term evaluation of the plan was conducted to assess the mid-term progress on set targets and to formulate appropriate corrective actions and recommendations which were subsequently implemented. An end of term evaluation was also conducted at the end of the plan period (2020) to assess the overall performance of the plan and also to inform the new strategic planning process.

## 2.3 SWOT Analysis

One of the key tools used during the development process for this plan was SWOT analysis which helped to identify the strengths, weaknesses, opportunities and threats of the organisation. The outcome of this analysis is presented in table 5 below.

**Table 5: Analysis of Strengths, Weaknesses, Opportunities and Threats**

STRENGTHS
Ability to generate internal revenue
Significant Internal capacity to undertake UWA interventions and programs
Established collaboration mechanisms with partners
Enhanced capacity to control illegal Wildlife trade
Establishment of intelligence and canine units
Enhanced disease management capacity (Establishment of Lab. in QECA and MFCA)
Good PA infrastructure; (Accommodation, gates, roads).
Diversified tourism products e.g. experiential lion tourism
Improved corporate governance
Improved image through sports
Improved management of wildlife outside protected areas (wildlife centres, collaborative mgt)
Improved relations with communities surrounding PAs
Improved revenue collection and expenditure management system (electronic)
Improved staff welfare
Improved tourism facilities and services (visitor information centres, modern gates, boats, buses)
Improved visibility of UWA (through branding, participation in public and social functions)
Improved law enforcement and security in and around PAs
Improved staff accommodation and road infrastructure
Increased community benefits (Revenue sharing)
Increased successful Prosecutions of wildlife offenders
Increased visitor numbers especially through marketing and partnerships
Increasing wildlife populations
Improved ecological monitoring using tools such as SMART
Capacity to control encroachment by maintaining clear PA boundaries
Management of all PAs based on approved GMPs
Mitigating human wildlife conflict through diversified interventions
Upgraded and expanded fleet and equipment (motorcycles, vehicles, Plants)

WEAKNESSES
Capacity for UWA to do research is still low
Inadequate capacity to manage invasive species in PAs
Persistent encroachment in Mount Elgon and East Madi
Failure to establish and operationalize a research fund to support management-oriented research
Inadequate financial capacity to recruit optimal staff numbers
Inadequate National and International marketing of tourism products
Inadequate and poor staff accommodation in some PAs
Inadequate coordination mechanisms between UWA and other Institutions on vermin management
Inadequate coordination with MDAs e.g developments within PAs
Inadequate field equipment e.g. tents, sleeping bags, Radios, etc..
Inadequate information dissemination
Inadequate internally generated revenues
Inadequate management of Human wildlife conflicts
Less than optimum manpower
Inadequate PA signage and branding in the country
Inadequate protection of wildlife outside PAs
Inadequate refresher staff training
Inadequate skilled ecologists in PAs to handle ecological related researches and generate recommendations for decision making.

WEAKNESSES
Inadequate staff motivation and welfare
Inadequate support from stakeholders
Less than optimal equipment for operations in PAs
Insufficient mechanisms to mitigate and adapt to the negative impacts of climate change
Inadequate equipment for various interventions
Inability to justify conservation in terms
Limited involvement of the youth in conservation
Poaching in PA's and encroachment on PA land
Inability to develop UWA properties

OPPORTUNITIES
A growing middle-income population
Growing natural resource-based industries
Collaboration with Academia and other conservation institutions
Community conservation support
Conservancy initiatives
Development partners support to conservation
Potential to tap into payment for ecosystem services
Growing eco-tourism-based enterprises
Existence of a comprehensive national planning framework; vision 2040, NDP III, Tourism sector development plan among others
Existence of many media for awareness creation
Existence of specialized court on utilities and environmental crime
Favourable conditions for investors to invest in and around PAs
Forest certification opportunities
Government support for tourism and conservation
Growing global tourist trends
Implementation of Regional block legislatures that facilitate free movement of citizens and non-citizens
New wildlife act with deterrent punishments
Presidential support for conservation and tourism
Prevailing peace and security
Regional integration-EAC
The contiguous nature of some PAs across countries
Untapped tourism potential in the country
Uganda's Membership in International conventions and agreements

THREATS
Changing habits of communities e.g. disrespect for totems
Changing land use practices threatening the wildlife habitats
Civil unrest from the neighbouring countries
Increasing climate change negative impacts
Commercialized poaching-Modern poaching equipment
Conflicting mandates in dual management areas such as NFA (CFRs), Fisheries Department (water bodies), and Wetland department (Wetlands).
Rapid human population increase
Unsustainable growth rate
Developments inside PAs e.g. roads, oil, hydropower, geothermal, mining
Disease outbreaks
Emergence of new pests in and outside PAs

THREATS
Exotic and invasive plant species in PAs
Expensive destination in comparison to other destinations in the EA region
High community expectations for resources from the PAs
High demand for wildlife products
High poverty levels of the people living near PAs
Increasing competition in the tourism industry within and outside the region
Increasing mobility of criminals
Increasing negative impacts of refugees on the environment within the country
Loss of ecosystem connectivity
Negative political influence
Porous borders-Transit route for illegal wildlife products
Wildfires

## 2.4 Stakeholder Analysis

Uganda Wildlife Authority engages with many different stakeholders as it carries out its different activities. These stakeholders contribute in various ways as shown in the table below;

**Table 6: Stakeholder analysis**

Stakeholder	Roles
<b>National &amp; International NGOs</b>	
IUCN	<ul style="list-style-type: none"> <li>• Promote policy implementation</li> <li>• Biodiversity conservation</li> <li>• Natural resources governance</li> <li>• Nature based solutions for Livelihood support</li> </ul>
UNESCO	<ul style="list-style-type: none"> <li>• Promote Biodiversity conservation</li> </ul>
CTPH	<ul style="list-style-type: none"> <li>• Promotion of biodiversity conservation and livelihood support</li> </ul>
ECOTRUST	<ul style="list-style-type: none"> <li>• Promotion of alternative community livelihoods</li> </ul>
WCS	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Research</li> </ul>
ARCOS	<ul style="list-style-type: none"> <li>• Support for Mountain conservation</li> <li>• Advocacy for Conservation</li> </ul>
ACODE	<ul style="list-style-type: none"> <li>• Lobbying and Advocacy</li> <li>• Governance</li> </ul>
C4C (Campaign for conservation)	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Conservation awareness</li> </ul>
Action Aid	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Community mobilization</li> </ul>
WWF	<ul style="list-style-type: none"> <li>• Tourism support</li> <li>• Capacity building</li> <li>• Resource mobilization</li> </ul>
Nature Uganda	<ul style="list-style-type: none"> <li>• Promotion of Birding</li> <li>• Capacity building of staff in Birding</li> <li>• Conservation of Bird habitats</li> </ul>
Wildlife Clubs of Uganda	<ul style="list-style-type: none"> <li>• Conservation Awareness</li> </ul>
Forest Stewardship Council	<ul style="list-style-type: none"> <li>• Forest certification</li> <li>• Capacity building</li> </ul>
FACE the future	<ul style="list-style-type: none"> <li>• Carbon marketing</li> </ul>
<b>Development partners</b>	
UNDP	<ul style="list-style-type: none"> <li>• Provision of financial resources</li> </ul>
UNEP	<ul style="list-style-type: none"> <li>• Provision of financial resources</li> </ul>
USAID	<ul style="list-style-type: none"> <li>• Provision of financial resources</li> </ul>
FAO	<ul style="list-style-type: none"> <li>• Provision of financial resources</li> </ul>
<b>Government MDA</b>	
MTWA	<ul style="list-style-type: none"> <li>• Overall supervision of Wildlife related activities in the Country</li> </ul>
MWE	<ul style="list-style-type: none"> <li>• Water resources management</li> </ul>



Stakeholder	Roles
Local Governments	<ul style="list-style-type: none"> <li>• Mobilize communities on conservation issues</li> </ul>
NPA	<ul style="list-style-type: none"> <li>• Provision of the overall planning framework for the Country</li> </ul>
UTB	<ul style="list-style-type: none"> <li>• Promotion and marketing of the wildlife resources in the country for tourism</li> </ul>
Security Agencies	<ul style="list-style-type: none"> <li>• Enhance integrity of PAs</li> </ul>
MAAIF	<ul style="list-style-type: none"> <li>• Promote community livelihood</li> </ul>
Judiciary	<ul style="list-style-type: none"> <li>• Prosecution and conflict resolution</li> </ul>
NFA	<ul style="list-style-type: none"> <li>• Management of the Forest Estates</li> </ul>
NARO	<ul style="list-style-type: none"> <li>• Conduct research</li> </ul>
MEMD	<ul style="list-style-type: none"> <li>• Hydropower developments</li> </ul>
MoLG	<ul style="list-style-type: none"> <li>• Community mobilization</li> <li>• Governance of Natural Resources</li> </ul>
URA	<ul style="list-style-type: none"> <li>• Control of Natural resources trafficking</li> <li>• Revenue collection</li> </ul>
UNRA	<ul style="list-style-type: none"> <li>• Road infrastructure development</li> </ul>
Immigration	<ul style="list-style-type: none"> <li>• Control Transboundary wildlife crimes</li> </ul>
Prime Minister's Office	<ul style="list-style-type: none"> <li>• Disaster risk management</li> <li>• Resettlement of displaced communities</li> </ul>
Ministry of Lands	<ul style="list-style-type: none"> <li>• Boundary re-survey</li> </ul>
NEMA	<ul style="list-style-type: none"> <li>• Environment management</li> </ul>
<b>Private sector</b>	
Tour operators and Hotel owners	<ul style="list-style-type: none"> <li>• Tourism marketing</li> <li>• Provision of tourism services</li> <li>• Capacity building</li> <li>• Promote conservation</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Publicity</li> <li>• Communication</li> <li>• Advertising and Marketing</li> </ul>
<b>Academia</b>	
Busitema University	<ul style="list-style-type: none"> <li>• Conduct research</li> <li>• Training</li> </ul>
Islamic University in Uganda	<ul style="list-style-type: none"> <li>• Conduct research</li> <li>• Training</li> </ul>
Makerere University	<ul style="list-style-type: none"> <li>• Conduct research</li> <li>• Training</li> </ul>
CBOs	<ul style="list-style-type: none"> <li>• Community mobilization</li> </ul>
Resource users	<ul style="list-style-type: none"> <li>• Resource utilization</li> <li>• Community mobilization and awareness</li> </ul>

## 2.5 Summary of emerging issues and implications

### Impact of COVID-19 on the previous plan

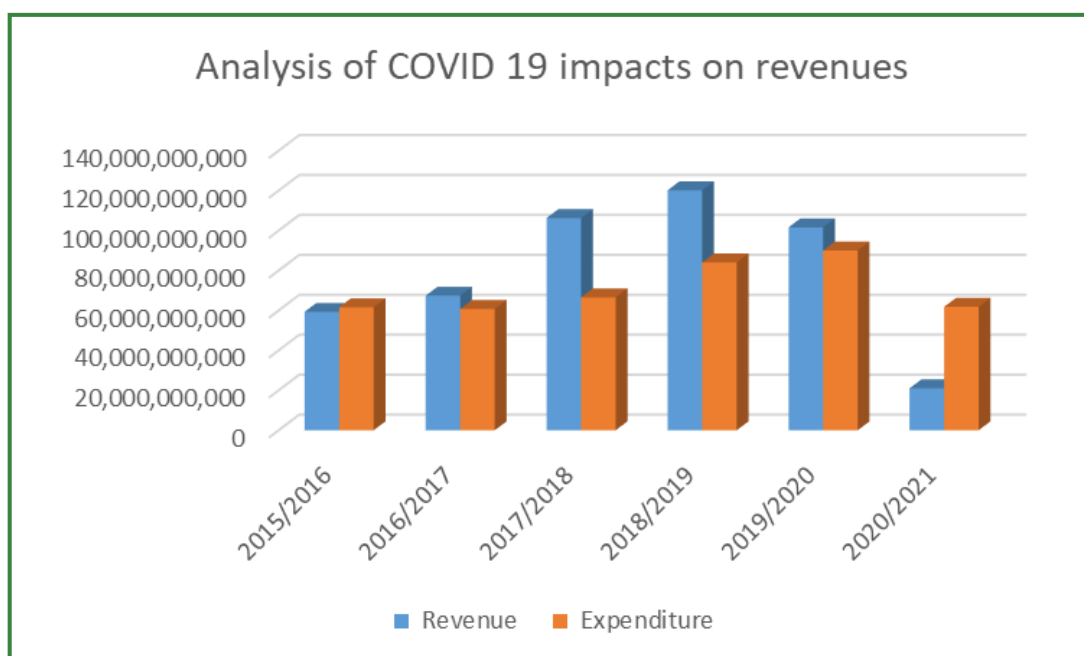
The outbreak of the COVID 19 pandemic has had drastic effects on conservation and the tourism industry in general. Due to the various restrictions geared towards combating this pandemic, there has been a significant decrease in the number of

tourists and consequently reduction in revenues from this industry.

On the other hand, the previous strategic plan (2015-2020) was not significantly affected by this pandemic since cases were registered as the plan was coming to a close. However, some of the activities in the final quarter of the plan were affected by the restrictions such travel bans and lockdowns. Table 7 below shows the impact of COVID19 to the revenue and subsequently impacting on the planned activities in the financial year 2020/2021.

**Table 7: Impact of COVID19 on revenues**

FY	Revenue	Expenditure
2015/2016	59,258,933,195	61,580,631,669
2016/2017	67,380,242,347	60,726,035,096
2017/2018	106,271,509,812	66,531,281,992
2018/2019	120,170,217,385	84,042,985,503
2019/2020	101,580,853,406	89,979,811,761
<b>2020/2021</b>	<b>21,027,122,239</b>	<b>61,831,771,221</b>
2020/2021		146,063,380,000
2021/2022		139,468,742,857
2022/2023		132,033,742,857
2023/2024		123,845,742,857
2024/2025		123,275,242,857



## 3. STRATEGIC DIRECTION

UWA's strategic direction is articulated in the vision, mission, core values and strategic goal that will help the organization achieve the long-term desired future.

### 3.0 Vision

The aspirations of the organization for the next 30 years (2020-2050) are reflected in the Vision statement, "A global leader in Wildlife Conservation". The organisation aspires to secure the integrity of the protected areas and the biodiversity therein amidst the current pressures for land and natural resource exploitation. In addition, the organisation will strive to have a global conservation outlook while remaining relevant to the overall national development agenda by making significant contributions to GDP.

### 3.1 Mission

The Mission statement, "To conserve, economically develop and sustainably manage the wildlife and wildlife protected areas of Uganda in partnership with the neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community" reflects UWAs core function and focus over time and is intended to guide plan implementation.

### 3.2 Core Corporate Values

In striving to attain UWA's Vision, Mission and 5-year Strategic goal, this Plan revisited the organizational beliefs; culture and tradition that will help drive staff into achieving and realizing the dream. The following core values will be upheld by staff in order to have a common vision and goal when implementing the plan:

#### Strong Commitment to conservation

All staff having personal commitment to upholding conservation ethics and values in the true sense of love for nature.

#### Integrity

An organization with staff that are honest, truthful, morally upright showing a consistent and uncompromising adherence to strong moral and ethical principles and values.

#### Team work

An organization whose staff work together, take collective action, responsibilities and own decisions taken in the best interest of the organization to achieve a common goal.

### Excellent service

An organization with hospitable staff offering a range of services in line with best practice to the satisfaction of the customer.

### Professionalism

An organization with competent staff, striving for excellence with selflessness, compassion and empathy, accepting a commitment to service with dedication and self-improvement within the profession.

### 3.3 Strategic Goal

The Strategic Plan aims at achieving the following overall goal by the end of the five years of plan implementation: “Sustainably conserve Uganda’s wildlife resources in partnership with key stakeholders”.

### 3.4 UWA STRATEGIC FOCUS AREAS

#### STRATEGIC FOCUS AREA 1: ECOSYSTEM MANAGEMENT

Conservation of wildlife resources forms the core function and mandate of Uganda Wildlife Authority. Given the convergence of six regional centres of endemism in Uganda, the country is well endowed with unique, rare, and endemic biodiversity some of which are under threat of extinction (UWA 2018 ). The convergence zones include the Guinea-Congolian; the Afro-Montane; Sudanian; L. Victoria Mosaic; Somali-Masai; and Guinea-Congolian/Sudanian regional transition zone (UWA, 2002 ).

Consequently, Uganda has 53.9% of the World’s remaining population of mountain gorillas (UWA, 2014 ), 11% of the world’s recorded species of birds (making 50% of Africa’s bird species richness), 7% of the Global Mammal Diversity (39% of Africa’s Mammal Richness), 19% of Africa’s amphibian species richness and 14% of Africa’s reptile species richness (Plumptre et al, 2003).

The survival of this species richness depends on the health of the existing ecosystems that support them. However, there is increasing ecosystem degradation due to rapidly increasing human populations (UBOS 2017), alien and native invasive species, climatic variations, and developments inside protected areas, among others (UWA, 2018).

The purpose of this strategic focus area is “To improve and maintain the ecological integrity of protected areas”.

## ECOSYSTEM MANAGEMENT CHALLENGES

Large expanses of protected areas are increasingly being overtaken by both indigenous and exotic invasive species (WCS report 2019). Notable invasive species in the PAs include *Dichrostachys cinerea*, *Lantana camara*, *Imperata cylindrica*, *Opuntia vulgaris*, *Parthenium hysterophorus*, *Maerua decumbens*, *Caesalpinia decaptera*, *Tecoma stans*, and *Thevetia peruviana*, *Acacia hockii*, *Sena spectabilis*. The most affected PAs include QEPA, LMNP, MFNP, Katonga WR, KNP, Toro Semliki WR, and KVNP.

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<sup>3</sup>UWA, 2018; Uganda wildlife authority strategic plan revised edition 2015-2020

<sup>4</sup>UWA, 2002; Protected areas assessment report

<sup>5</sup>UWA, 2014; Gorilla census report

Additionally, wild fires are common occurrences, mostly in savannah ecosystems and to a lesser extent in forested parks. Fire occurrences are registered during the peaks of dry seasons. The most commonly suspected causes of illegal fires are by poachers to attract wildlife with lush pasture during their poaching episodes, or by communities in anticipation of rains.

Different PAs continue to face challenges of encroachment despite the fact that boundaries of most these areas are clearly marked. Issues of encroachment still exist in Mount Elgon NP, Bokora-Matheniko WR, East Madi WR, and Lake Mburo NP. Some of the encroachment issues have been contained by putting in place temporary boundary markers to halt further expansion of the settlements into the affected PAs. These areas of containment include Matheniko, Bokora corridor; Kigezi WR at Kikarara, Kiyanga and Ishasha border crossing; Wangkwar, and Pakanyi at Kicumbanyobo in MFNP. The resettlement of refugees on the immediate outskirts of some PAs including Katonga WR has put unprecedented pressure on PA resources.

During the period of lawlessness and civil strife in Uganda (1970s to 1986), populations of key wildlife reduced drastically while others such as Northern white rhino, Eastern black rhino, Beisa oryx, Derby's eland went extinct in the wild (UWA, 2018 ). With the return of law and order in the country, populations of most wildlife species increased and some that were thought to be extinct like the hunting dogs, cheetah have been erratically sighted making return to their former ranges (UWA 2018, State of Wildlife Resources). Deliberate efforts have been made to enhance declining populations of some species in specific PAs, like Rothschild's giraffes and Uganda kob in Kidepo, Burchell's zebras, topis and impalas to Katonga WR and Pian Upe WR and Jackson's hartebeest and Defassa waterbuck to Kabwoya WR. Some interventions aimed at expanding the range of existing species to new areas have been made. For example, Rothschild's giraffes from the northern to the southern bank of the River Nile in MFNP and to LMNP.

Most of Uganda's Protected Areas span international borders with Democratic Republic of Congo (DRC), Rwanda, Kenya and South Sudan respectively. As a result, wildlife moves along these international borders. Civil unrest in the neighbouring countries negatively impacts wildlife populations from Uganda that cross the borders.

Zoonotic diseases of wildlife origin have been found to emerge more frequently in human populations occurring in bio diverse areas than with domesticated species (Han, 2017). This illustrates the degree of risk of pathogen transmission from wildlife

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<sup>6</sup>UWA, 2018; State of Wildlife Resources

to humans. Disease outbreaks of Ebola, Marburg, Rift Valley Fever, and Crimean Congo Haemorrhagic Fever over the last five years have mostly been traced to wildlife (Nyakarahuka et al, 2016). These are diseases of high consequence and the global community has keen interest through the “One Health” platform to track their occurrence and management through active and passive surveillance, real time reporting, response and outbreak management. Other diseases like anthrax are of endemic nature in PAs like QEPA, LMNP and flare up periodically to cause epidemics with significant losses in wildlife (Driciru et al, 2018; Wafula et al, 2008). There are also trans-boundary animal diseases like Foot and Mouth Disease (FMD) which cause great economic loss to the country. Their occurrence is greatly influenced by animal movements and reservoir status in wildlife.

The country is advancing in the oil and gas sector with plans to exploit and produce the discovered resources which happen to be in wildlife PAs. The Tilenga project includes 10 production wells inside MFNP which overlap with prime tourism areas. Pipelines are planned to interconnect these wells and transport the oil across the Nile to the Central Processing Facility located in Ngwedo about 3km from the park. Access roads will also be constructed to access these wells. All this infrastructure will remain functional for the next 25 years (Tilenga ESIA, 2018 ). There is more exploration taking place in Toro Semuliki with 2D seismic surveys planned soon. In addition, government is also planning to explore for oil in Karamoja region in which one of the exploration blocks falls within Pian Upe Wildlife Reserve. As government continues the search for oil, more protected areas will be affected. These activities have a high potential to cause negative impacts including fragmentation of habitats due to infrastructure development, disturbance of wildlife due to vibrations, emissions, noise and light, environmental contamination and damage due to waste, produced water and oil spills. All these will have a big impact on tourism which is one of the biggest revenue earners for the country.



Furthermore, there are 5 hydropower plants planned along the Nile within Murchison Falls National Park according to the Hydropower Master Plan by the Ministry of Energy and Mineral Development (MoEMD, 2016 ). These are Karuma Hydropower Ayago, Kiba, Orianga and Uhuru Falls that is part and parcel of Murchison Falls. In addition to these developments, other hydropower plants in and around other protected areas such as Mountain Elgon National Park and Rwenzori Mountains National Park. This infrastructure associated with these developments results into habitat destruction,

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<sup>7</sup>Tilenga Environmental and Social Impact Assessment, 2018. Unpublished report

<sup>8</sup>MEMD Hydropower Master plan 2011

land take, disruptions of wildlife movements and interferes with tourism activities. The organization continues to receive requests for mineral exploration and exploitation within protected areas such as limestone in QENP, gold in BINP, Kidepo NP and QENP, gypsum in Lake Mburo NP and wolfram in BINP.

In a bid to improve and promote tourism, government has upgraded and also earmarked for upgrade a number of roads. These include roads through Kibale NP, MFNP, BINP, QENP, and KVNP among others. Road construction is associated with a number of negative impacts such as wildlife road kills, habitat loss and fragmentation, increased poaching, wildfires and littering that may cause wildlife diseases.

Climate change has exacerbated the problem of poaching, encroachment, mining, hydropower and oil and gas developments. Climate change effects manifest through noticeable changes in rainfall patterns and reduction in total annual rainfall amount has been evident and are forecast to worsen in the near future. Reduction in rainfall has had a negative impact on protected areas as watering places become dry during severe dry seasons leading to wildlife death. Equally, unpredictable weather has led to high intensity rainfall causing flooding in some parts of the country. This has affected infrastructure such as roads, bridges and tourism tracks in protected areas making access difficult hence affecting tourism and park operations. In addition, excessive rainfall in certain seasons has resulted into landslides particularly in areas close to the protected areas; for example, Mount Elgon and Rwenzori Mountain National Parks. This has left some communities landless thus putting pressure on the protected areas to provide land for cultivation and settlement. The proliferation of invasive species in most protected areas that has affected the quality of habitats is partly attributed to climate change. The pasture is taken over by unpalatable and more resilient plant species that can withstand harsh conditions. Change in quality of habitat affects wildlife in various ways including wildlife migration and distribution, outbreak and spread of wildlife diseases and disruption of biological clocks (NEMA, 2007 ).

Protected Areas are increasingly becoming prone to natural disasters, most notably landslides, mudslides and flash floods. These disasters naturally result into infrastructural destruction, human population displacements, and property loss which in turn directly affects park management as displaced communities often move and settle in the nearby PAs. The impacts of these disasters have also been felt in managing the safety of tourists, tourism infrastructure and facilities like trails, bridges, and climbing ladders.

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<sup>9</sup>National Environment Management Authority, 2006/07, State of Environment Report for Uganda, NEMA, Kampala. 332pp.

In the next five years (2020/2021 - 2024/2025) of implementation of this Strategic Plan, UWA will address the above challenges through implementation of the strategic interventions and actions articulated below.

### STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS

In order to address the above challenges, the following strategic objective, strategic interventions and actions shall be realized;

#### *Strategic objective 1: To improve and maintain the ecological integrity of protected areas*

UWA shall implement strategic interventions and actions as in table 8 below in order to achieve the above strategic objective:

**Table 8: Strategic Interventions and Actions under Ecosystem Management**

Strategic Objective	Strategic Interventions	Actions
To improve and maintain the ecological integrity of protected areas	Develop and implement an invasive plant species eradication management strategy	Hire a consultant to develop the strategy
		Conduct consultation workshops on the invasive species strategy development and review
		Print and distribute approved strategy documents
		Hire a contractor to manually/ mechanically remove invasive in QENP, LMNP, KTW, TSWR and KNP
		Manual and mechanical removal of invasive
	Develop and strengthen capacity within the institution to manage invasive and exotics	Procure tools and equipment to manage invasive
		Train staff to manage invasive species
		Fundraise resources to manage invasive species
		Assess the success of invasive species removal
		Conduct research on innovative methods of invasive species management
	Develop and implement site specific restoration plans	Develop site restoration plans
		Restore degraded areas in all PAs
	Eradicate encroachment in all PAs	Conduct boundary survey and reopening
		Install boundary pillars
		Plant live boundary markers
		Conduct routine boundary maintenance
		Conduct stakeholder meetings with the affected communities
		Conduct eviction of encroachers
	Review, update and implement PA fire management plans	Compensate genuine land claims
		Hold meetings to review and update existing fire management plans
	Develop and implement species re-introduction plan	Manage fires in all PAs
		Develop a species re-introduction plan for wildlife in PAs
		Re-introduce key wildlife species into PAs
	Conduct habitat suitability assessment and establish carrying capacities of PAs for key wildlife	Conduct rescue and management of injured and orphaned wild animals
		Conduct habitat suitability assessments
		Conduct wildlife surveys
	Implement the recommendations of the National Protected Areas Assessment report (2018)	Determine wildlife population and their dynamics
		Upgrade the protection status of some PAs for example elevating Katonga NP to National Park status
	Develop and implement species specific management plans for critically endangered, vulnerable and rare species	Develop a species management plan for chimpanzees, gorillas, pangolins, lions and cheetahs
		Lobby for resources to implement the species management plans
	Strengthen transboundary collaboration for management	Conduct joint transboundary meetings
		Conduct joint patrols

Strategic Objective	Strategic Interventions	Actions
	of migratory species	
	Implement mechanisms that will ensure control of cross transmission of diseases between humans, livestock and wildlife.	Conduct vaccinations for staff against zoonotic diseases
		Conduct routine vaccination for domestic animals around the PAs in collaboration with MAAIF
		Procure protective gear and equipment for disease prevention
	Strengthen the organization's capacity to respond to disease outbreaks and management of wildlife health	Develop a Wildlife Health management strategy
		Establish Veterinary diagnostics laboratory in QECA
		Equip the laboratory
		Procure software for laboratory management
		Develop Laboratory safety and biosecurity plans and manuals
		Acquire ISO certification of the laboratories
		Conduct short course training for staff in disease surveillance, epidemiological case investigations, diagnostics, and outbreak management
		Develop Disease surveillance and outbreak management manual
	Monitor and enforce compliance with legal requirements	Conduct and review ESIA's for UWA and other developments
		Procure software for compliance monitoring
		Procure tools and equipment for compliance monitoring
		Conduct routine compliance monitoring for developments inside PAs
		Customize the NEMA waste management guidelines for UWA use
		Procure tools for waste management
		Conduct waste management and disposal in PAs
	Develop and implement a Climate Change Strategy	Develop organizational Climate change mitigation and adaptation plan
		Establish climate change mitigation infrastructure and facilities
		Establish climate change adaptation infrastructure and facilities
		Procure tools and equipment to collect climate data
		Procure software to monitor climate change
		Conduct meetings/workshops on climate change
		Procure climate change publications
		Conduct media campaigns to disseminate climate change information
		Participate in climate change activities organized by partners
	Develop and implement disaster risk reduction plan	Develop disaster risk reduction plan
		Procure equipment for disaster reduction
		Establish and train CA Rapid disaster response unit
		Implement the disaster risk reduction plan
	Explore and establish ecosystem connectivity	Develop and implement CA emergency/ safety and rescue guidelines
		Carry out surveys for areas suitable for wildlife corridors
		Acquire land for viable wildlife corridors
		Develop and implement land use plans for viable wildlife corridors

## STRATEGIC FOCUS AREA 2: WILDLIFE RESOURCE PROTECTION

Wildlife crime goes beyond conservation issues. It is also a threat to national and regional security, a barrier to sustainable human development and fuels corruption. According to UN, the annual value of illegal wildlife trade is estimated to be worth USD 7 - 23 Billion (Travers et al, 2017). Illegal wildlife trade is now the fourth largest illicit transnational activity in the world and is the fuel that drives wildlife crime. Uganda has continued to be highlighted in CITES Reports as a transit route for illegal wildlife trade especially ivory and together with other East African States of Kenya and Tanzania accounts for 60% volume of illegal ivory trade by weight (Rossi, A 2018). Over the years, the international community has paid increasing attention to illegal wildlife trade in recognition of the significant socio-economic, environmental and security consequences stemming from it.

The overall objective of this Strategic Focus Area (Wildlife Resource Protection) is to stop the illegal killing and trafficking of Uganda's wildlife species through improved management, strengthening the law enforcement capacity and collaboration with other relevant agencies to combat wildlife crime. Wildlife crime especially poaching and wildlife trafficking are now a global conservation scourge as they have become highly organized and sophisticated. UWA will work with all stakeholders to address the challenges associated with wildlife crime.

The purpose of this strategic focus area is *"To protect wildlife resources in the country"*.

### WILDLIFE RESOURCE PROTECTION CHALLENGES

Wildlife trafficking is recognised in the world as one of the topmost crimes alongside drugs, humans and arms trafficking. In Uganda wildlife trafficking continues to be among the biggest challenges in wildlife management. The targeted products are mainly elephant ivory, pangolin scales and reptile skins. Although UWA has increased surveillance and built capacity in terms of human resource and equipment, wildlife trafficking continues to pose challenges to the Authority. Wildlife trafficking is largely promoted by the increasing prices in international illegal markets particularly in South East Asian countries, porous borders which serve as transit routes for wildlife products, connivance of staff in abetting illegal trafficking as well as lack of capacity in forensics to detect live wildlife and wildlife products being trafficked. Furthermore, wildlife trafficking includes a criminal network which sometimes involves Very Important Persons (VIPs) and diplomats who operate under the cover of diplomatic immunity. Weak coordination between law enforcement agencies including police, army and immigration is an additional challenge that requires urgent attention in order to effectively combat wildlife crime. In addition, some staff of these law enforcement agencies have limited knowledge about the value of wildlife and tend to perceive wildlife crime cases as minor issues.

Poaching continues to be a challenge for wildlife management in Uganda and is widespread. It is practiced mainly for subsistence although in some cases, it is for commercial purposes. Commercial poaching is becoming sophisticated as wildlife products such as ivory are of high economic value. Commercial poachers target all animals and may kill in large numbers hence reducing wildlife numbers. Poachers use firearms, elephant pit traps, poison among other tools. Subsistence poachers mainly use tools such as wire snares, nets, spears and target animals like antelopes and hippos for meat. The main drivers of poaching in Uganda include poverty, the cultural attachment to hunting, increased communication and connectivity as well as availability of opportunities in international markets.

Apart from traditional poaching of wildlife, there are other resources that are illegally accessed from the PAs specifically for poles, timber, charcoal, firewood, medicinal plants, fish, grass and water. Although UWA collaborates with communities to regulate access of resources with PAs, some community members nonetheless often bypass these arrangements and continue to enter the PAs illegally. Illegal resource off-take may lead to depletion of resources since unsustainable methods of harvesting are often used. Tree species such as *Piper guinensis*, *Prunus africana*, and other endangered timber and/or medicinal species are commonly sought after. Uganda's population is increasing rapidly at a rate of 3.03% between 2002 and 2014 (UBOS, 2017<sup>10</sup>). In 1911, Uganda's population was 2,466,325, but by 2014 it had increased to 34,634,650 and is projected to increase to 55,410,400, in 2030 (UBOS,

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<sup>10</sup> UBOS 2017: Statistical abstracts 2017.

<sup>11</sup> UWA 2019 (unpublished): The Uganda protected and other biodiversity areas assessment report. Volume1.

2019). This growth has in turn caused a decline in wildlife habitats outside PAs as people continue to open up wildlife dominated areas for settlement and agriculture. At the time of gazettelement of Uganda's PAs, there existed wildlife corridors that connected the PAs and these served as wildlife dispersal areas and also for wildlife movements between the PAs (UWA 2019 unpublished). Most of these wildlife corridors today have been encroached by human settlements leading to reduction of genetic diversity among certain species as there is no more mixing of genes because of populations isolation. The rapid increase in livestock numbers particularly in some areas adjacent to the PAs has increased encroachment on PAs in search of pasture and increased incidents of human wildlife conflicts.

In the next five years of implementation of this Strategic Plan (2020/21-2024/25), UWA will address the above challenges through implementation of the strategic interventions and actions described below. However, the proposed actions which relate to community awareness are addressed under the Community Conservation Strategic Focus Area.

## STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS

In order to address the above challenges, the following strategic objective will be achieved through direct implementation of the corresponding strategic interventions and actions;

### Strategic objective 2: To protect wildlife resources in the country

UWA shall implement strategic interventions and actions as articulated in table 9 below in order to achieve the above strategic objective:



**Table 9: Strategic Interventions and Actions under Wildlife Resource Protection**

Strategic Objective	Strategic Interventions	Actions
To protect wildlife resources in the country	Strengthen law enforcement operations in UWA	Establish joint operational command centres at HQ and each conservation area
		Procure equipment for the command centres
		Procure law enforcement equipment
		Procure resource protection related smart technologies and software
		Train staff in law enforcement operations
		Conduct patrols to combat illegal harvesting of resources from PAs and poaching
	Strengthen coordination and collaboration with other law enforcement agencies	Develop and implement coordination mechanisms with other agencies
		Support the activities of the National Wildlife Crime Coordination Task Force
	Strengthen intelligence and investigation operations and prosecution	Develop coordination mechanisms with relevant agencies and neighbouring countries
		Develop and operationalise intelligence and investigation systems
		Train staff in prosecution, intelligence, investigations including forensics and detection
		Domesticate resolutions from international conventions and regional treaties
	Implement a national action plan for combating illegal wildlife trade.	Develop strategies for engagement of source and destination countries for wildlife and wildlife products in illegal trade
		Develop mechanisms for strengthening mutual legal assistance and extradition of wildlife crime suspects
	Develop and implement a management plan for wildlife outside PAs	Develop a management plan for wildlife outside PAs
		Implement the priority activities in the Management Plan
		Establish additional proposed wildlife management stations outside PAs
		Conduct patrols to combat poaching and human wildlife conflicts outside PAs

### STRATEGIC FOCUS AREA 3: COMMUNITY CONSERVATION

Since 1996, Uganda Wildlife Authority has been implementing community conservation programmes in recognition of the role the local people and other stakeholders play in supporting the conservation of wildlife and protected areas. Protected Areas continue to experience pressure due to increased human population and high levels of poverty amongst communities bordering protected areas, resulting into increased demand for wildlife resources. Consequently, some PAs have been encroached and illegal resource off take registered especially for subsistence use as opposed to commercial exploitation. The community conservation approach that UWA has been pursuing will continue to complement the traditional law enforcement practices, strengthen the relationship between the PA managers

and neighbouring communities (through conservation education and awareness), and contribute to the ongoing efforts to address human wildlife conflicts.

The purpose of this strategic focus area is therefore *“To enhance community participation in management of wildlife and their habitats.”*

## COMMUNITY CONSERVATION CHALLENGES

One of the key challenges facing Uganda Wildlife Authority today is communities’ failure to effectively participate in wildlife management. This challenge is attributed to inadequate education and awareness among the communities. This inadequacy has resulted into lack of appreciation of the value of wildlife conservation and more specifically wildlife on private land. As communities fail to appreciate the value of conservation, they place high demands on the protected area based resources which sometimes results into conflicts between the PA management and the local people. Other factors that have played a role in the disregard of wildlife conservation are: changing habits of communities e.g. disrespect for totems, changing land use practices as well as the high poverty levels of the people living near PAs that has made them dependent on the PAs for survival.

The local communities who live in and around UWA protected areas are often in conflict with wildlife because of the damage the wildlife inflicts on people’s property and sometimes injuries and or loss of human lives. As the human population increases, communities are moving to areas formerly inhabited and which acted as wildlife enclaves. This migration has resulted into increasing interaction between people and wildlife with severe negative impacts. Lack of compensation for crop damages, human injuries and deaths and the dependence of communities on PA resources are among the causes of human wildlife conflicts.

The benefits flowing to the communities from wildlife protected areas and wildlife on private land are still limited to revenue sharing. The revenue sharing funds which amount to 20% of the gate entrance fees are ploughed back to the local communities adjacent to the PAs. The new Uganda Wildlife Act 2019 explicitly makes the revenue sharing scheme a conditional grant. Unlike in the past, UWA is now able to influence the kind of projects funded under the revenue sharing scheme. Other sources of benefits like revenue from trophy fees under the sport hunting programme as well as trade in wildlife and its products are very low. These benefits do not create any meaningful impact where they occur as the scheme are in the hands of a few persons who are not the land owners where the wildlife resides. This inadequacy of benefits to the communities creates resentment on the part of the local communities living around protected areas and areas with wildlife on private land. There is often contestation between local communities and protected areas premised on inadequate benefits and limited involvement to address their livelihood needs yet such communities bear conservation costs (Twinamatsiko et al 2000 ).

In the next five years of implementation of this Strategic Plan (2020/21-2024/25), UWA shall address the above challenges through implementation of the strategic interventions and actions articulated below.

### **STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS**

In order to address the above challenges, the following strategic objective will be achieved through direct implementation of the corresponding strategic interventions and actions;

#### **Strategic objective 3: To enhance community benefits and appreciation of conservation**

UWA will implement the strategic interventions and actions articulated in table 10 below:

**Table 10: Strategic Interventions and Actions under Community Conservation**

Strategic Objective	Strategic Interventions	Actions
To enhance community benefits and appreciation of conservation	Develop and implement conservation education and awareness plan	Develop education and awareness plan for UWA
		Implement the 5 year priority activities in the education and awareness plan
		Establish partnerships with relevant stakeholders to implement the plan
		Support UWCEC to implement the National Education and Awareness Plan
	Collaborate with Local Governments to develop and implement land use plans around PAs	Establish mechanisms for collaboration with LGs for land use planning
		Develop land use plans for areas with significant wildlife populations
		Support DLGs to implement land use plans
	Implement the national human wildlife conflict management strategy	Implement priority problem animal management interventions in each PA
		Procure equipment for problem animal management
		Develop regulations to manage wildlife sanctuaries
	Strengthen capacity to implement problem animal management interventions	Train staff and communities in problem animal management
		Support LGs in management of vermin
		Develop guidelines for operations of wildlife scouts
		Support operations of wildlife scouts
	Monitor losses and assess impacts of human wildlife conflicts	Develop the National data base on human wildlife conflict incidents and magnitude
		Collect, analyse and report data on human wildlife conflict for policy decisions
	Operationalize the wildlife compensation scheme	Develop regulations on compensation
		Operationalize regulations for compensation
	Review and strengthen the revenue sharing program and other benefit schemes	Evaluate and implement recommendations of the benefit sharing schemes
		Develop and implement revenue sharing regulations
	Develop and implement sustainable wildlife utilization schemes	Develop regulations on wildlife user rights

Strategic Objective	Strategic Interventions	Actions
		Provide capacity and incentives to the private sector in wildlife utilization
		Promote wildlife use schemes B(Farming) and C(Ranching)
	Promote wildlife-based enterprises	Develop standards for selected wildlife based enterprises
		Provide technical support to wildlife based enterprises
		Provide technical and financial support to community conservation livelihoods program
		Evaluate and implement recommendations of community conservation livelihoods programs
	Strengthen Local Government and other structures for conservation	Constitute operational community wildlife committees
		Provide technical support to community structures involved in wildlife conservation activities
		Establish and implement coordination mechanisms with Local Government officials

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<sup>12</sup> Twinamatsiko et al 2000: Can Governance in Revenue sharing be a pathway for a win-win situation between people's livelihood improvement and conservation? Journal of social science research Vol.8 No 1

## STRATEGIC FOCUS AREA 4: RESEARCH AND ECOLOGICAL MONITORING

UWA recognises the role of research and monitoring in wildlife management and therefore depends on research findings in making decisions which affect the Authority. Research is embedded in the Monitoring and Research policy 1999 that guides the Research and Ecological Monitoring function in UWA. Through this policy, UWA aims at providing broad based, scientific information to guide decision making. There have been periodic censuses of wildlife populations, standardised ecological monitoring through Ranger Based Data Collection (RBDC), and monitoring the impacts caused by infrastructure developments within protected areas.

The purpose of this strategic focus area is therefore *“To generate scientific and management oriented information for wildlife management”*.

### RESEARCH AND ECOLOGICAL MONITORING NEEDS AND CHALLENGES

Uganda has experienced effects of climate change characterized by severe droughts and floods evidenced by change in glacial extent on Rwenzori Mountains (UWA, 2010 ). Change in micro and macro climate may result in changes in habitats in terms of species composition and extent of the forest coverage. There is need for further research to ascertain the extent of change expected and the possible implications on the conservation of biodiversity and associated habitats (UNESCO, 2012 ).

UWA recognises research and ecological monitoring tools for decision making. Research oriented to management decisions will lead to well managed ecosystems in UWA estates as underscored in the UWA research and monitoring policy 1999 which has been guiding the research function in the organization. However, the research function in the organization is facing various challenges like failure to establish and operationalize a research fund to support management-oriented research (e.g. carrying out studies for Non-detrimental findings, species inventories, etc.). Other challenges include; inadequate research on animal health, inadequate support for staff to undertake research, limited dissemination of research findings and limited collaboration with research and academic institutions as well as individual researchers. There are research gaps to establish the status of key rare wildlife species such as lions and roan antelopes. There is also need to do a total economic value of Protected areas in order to understand fully what we have and defend it before political leaders and other stakeholders. Such information of PA economic value will also be used in determination of biodiversity offsets where necessary.

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<sup>13</sup> UWA 2010: Glacial extent of Rwenzori Mountains.

<sup>14</sup> UNESCO 2012: State of biodiversity in Uganda. Future dialogues international Ltd

The use of scientific information in management of wildlife resources and associated ecosystems is very crucial. However, there is inadequate scientific

and management-oriented information for wildlife management especially in the following areas; phenology, water quality, snow recession and weather. The various methods for conducting animal censuses also need to be harmonized for accurate results. Currently, the monitoring has mainly been limited to Law Enforcement Monitoring using Global Positioning System (GPS) to collect data on illegal activities and distribution of animals in the PAs.

UWA recognizes the role played by ecological monitoring in the management of wildlife and PAs. Efforts have put in place mechanisms for collection, analysis and dissemination of scientific information. Such mechanisms include Ranger Based Data Collection (RBDC) using Global Positioning System (GPS), Community Based Data Collection (CBDC) as well as conducting periodic animal censuses. The Spatial Monitoring and Reporting Tool (SMART) program was also developed specifically to provide data and information for management purposes. Despite these efforts, the organization still faces challenges of inadequate resource off-take monitoring data and lack of capacity to carry out genetic analysis.

UWA's internal capacity to undertake genetic analysis is still limited in comparison to the rapid advances in technology elsewhere in the world e.g. molecular analyses are being used elsewhere for animal population census, disease diagnosis, and forensic analysis. UWA still relies on the International Gorilla Conservation Program (IGCP) to undertake genetic analysis in foreign laboratories in determining gorilla populations. It is anticipated that new tools with advanced technology such as drones, will soon be available to field staff to aid wildlife population surveys.

Research and monitoring have previously concentrated mainly on ecological research and monitoring. During this plan period, research and monitoring programmes will be broadened to cover other aspects including socio-economic and tourism related issues.

In the next five years of implementation of this Strategic Plan (2020/21-2024/25), UWA will address the challenges through implementation of the strategic interventions and actions articulated below.

## **STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS**

In order to address the above needs and challenges, the following strategic objective shall be achieved through the direct implementation of the corresponding strategic interventions and actions;

### **Strategic objective 4: To generate scientific and management oriented information for wildlife management**

UWA will implement the strategic interventions and actions outlined in table 11 below:



**Table 11: Strategic Interventions and Actions under Research and Ecological Monitoring**

Strategic Objective	Strategic Interventions	Actions
To generate scientific and management oriented information for wildlife management	Promote research that guide management decisions	Conduct workshops to identify organizational research priorities
		Undertake research studies
		Disseminate research findings
		Implement research recommendations
		Support UWRTI to establish and operationalize field research stations especially in savannah Pas
	Establish and operationalize a research fund	Draft a policy document establishing the research fund
		Implement the research fund
		Establish collaborative arrangements with research institutions
	Establish total economic value of PAs (at least 3 PAs: LMNP, MENP, QENP)	Conduct total economic value of PAs
		Disseminate information on PA economic value
		Carry out economic valuation
	Review the existing and develop new monitoring systems and tools such as drones	Review existing monitoring systems, equipment and tools
		Develop new monitoring systems such as community data collection system, equipment and tools
		Supervise the use and application of monitoring systems, equipment and tools
		Train staff in application of new tools, equipment and systems
		Carry out research in new wildlife survey technologies
	Promote regular surveys of key wildlife species including biodiversity assessments	Conduct workshops to develop a wildlife survey plan
		Carry out animal surveys to estimate animal population for key species in the country
		Conduct biodiversity assessments in PAs
		Publish biodiversity assessment reports
		Disseminate information on wildlife surveys
		Undertake studies for Non Detrimental Findings (NDF) of target species
		Undertake long term monitoring of impacts of development and extractive activities inside protected areas
		Conduct research to develop vegetation monitoring indicators in PAs and selected wildlife habitats outside Pas
	Strengthen internal capacity to undertake genetic analysis	Train staff in short courses to carry out genetic analysis
		Procure appropriate tools, equipment and supplies for genetic analysis

## STRATEGIC FOCUS AREA 5: CAPACITY DEVELOPMENT

UWA appreciates Human Resource as one of the most important resources in achieving its statutory and constitutional mandate. UWA therefore is committed to ensuring that this resource is developed and capacity for effective delivery is continuously enhanced. In addition to human capacity development, the Authority recognizes the need to meet logistical needs as well as improved infrastructure for its staff to perform their duties and contribute to the overall mission and vision. Capacity development will ensure organizational success and sustainability.

The purpose of this strategic focus area is therefore *“To strengthen human resource and infrastructure capacity of UWA”*.

### CAPACITY DEVELOPMENT CHALLENGES

Although UWA strives to ensure that policies are streamlined in regard to staff conduct and discipline, there still remains some challenges. There is a challenge of inadequate awareness on provisions of the human resource manual and other policies in regard to uniforms, arms and ammunitions. HIV/AIDS continues to be a problem not only for staff but also for their families. Many field-based staff work in very remote areas of the PAs, exposing those staff to occupational health issues and safety. Much as UWA employs staff who are qualified in a given discipline (quality at the gate), a skills gap still exists that needs to be addressed through training or attachments to other partner agencies among others. The Authority does not have an effective plan or manual for inducting new staff into the organization. Much as the UWA has progressively improved the welfare and motivation of its staff, there is need to do more especially given the fact that many of the staff work under very harsh field conditions.

Most of the equipment such as vehicles, road equipment, heavy machinery, currently in use are worn out and require replacement. There is need for an equipment acquisition, maintenance and replacement plan for the organization to strategically guide these processes. Most of the operations of the organization require specialized tools, equipment and infrastructure. Examples of these operations include human and animal rescue, animal capture and translocation, fire management, intelligence, investigations, patrol and anti-poaching and other law enforcement activities. Other operations in tourism, finance, research and community conservation also require appropriate tools, equipment and infrastructure. The need to adequately address additional areas of operations in PAs has necessitated expanding the staff component in these areas. However, the current accommodation facilities are not sufficient to meet the needs of the existing staff alone not to mention the desired human resource capacity.

Currently, there are inadequate field administrative offices and outposts. Additionally, most of the access roads leading to and within the protected areas are in a poor state and un-motor-able during the rainy seasons. This limitation negatively impacts PA operations as well as visitor enjoyment, satisfaction and

experience. Almost every CA has some areas with limited or no telecommunication and radio network coverage. In the next five years of implementation of this Strategic Plan (2020/21-2024/25), UWA will address the above challenges through implementation of the strategic interventions and actions articulated in the table below.

## **STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS**

In order to address the above challenges, the following strategic objective will be achieved through direct implementation of the corresponding strategic interventions and actions;

### **Strategic objective 5: To strengthen human resource and infrastructure capacity of UWA.**

UWA will implement the following strategic interventions and actions outlined in table 12 below:

**Table 12: Strategic Interventions and Actions under Capacity Development**

Strategic Objective	Strategic Interventions	Actions
To strengthen human resource and infrastructure capacity of UWA	Establish and enhance appropriate and effective human capital for the organization	Develop a recruitment plan
		Conduct recruitment
		Carry out a staff training needs assessment
		Develop the UWA training plan
		Facilitate staff training in line with the training plan
		Hire contractors to establish UWA training facility
		Procure equipment and fittings for the UWA training facility
		Streamline organizational staffing and placement
		Develop induction and orientation procedures and guidelines
		Conduct orientation and induction of all new staff
	Regularly implement strategies to maintain/retain a motivated and healthy workforce	Increase the staff welfare and motivation schemes
		Implement the occupational health and safety policy
		Procure insurance schemes and safety equipment for staff
		Procure rewards for good performance
		Develop the human resource succession plan
	Strengthen staff performance management in the organization	Develop and implement the paramilitary code of conduct for armed staff
		Training of staff in performance management
		Conduct staff performance review
		Procure equipment and logistics for staff performance management
		Conduct meetings to develop the performance reward guidelines
		Review the human resource manual
	Develop and implement equipment acquisition and replacement plan	Develop and implement equipment acquisition and replacement plan
		Procure assorted equipment
		Develop and implement an equipment maintenance plan
		Conduct maintenance for all institutional equipment
		Procure assorted vehicles
	Formulate and implement an infrastructure development and maintenance plan	Procure assorted tourism equipment
		Develop infrastructure development and maintenance plan
		Carry out site visits to assess areas for infrastructure development
		Carry out infrastructure development and maintenance
		Carry out an analysis on the effectiveness of the construction unit
		Maintain all PA roads and tracks

## STRATEGIC FOCUS AREA 6: TOURISM AND BUSINESS MANAGEMENT

Global projections earlier indicated that tourism will continue to grow at a rate of 4.2-5.4% for the next 10 years from 2018, however, this was affected by the COVID 19 pandemic. In 2018 global tourism grew by 6% which is higher than the earlier projection. In Uganda, tourism contribution to GDP was expected to grow from 6,888 trillion in 2017 to 7.303 trillion in 2018 representing 7.3% and 12.655 trillion by 2028 representing 7.1%. As a leading foreign exchange earner, it contributed US \$ 1.37bn in 2016 and US \$ 1.45bn in 2017. In addition, it created 605,500 jobs in 2017 representing 6.3% and expected to support 898,000 jobs in 2028 of the total employment (WTTC, 2018<sup>15</sup> ). It also contributed significantly to the other sectors of the economy (MTWA, 2017<sup>16</sup> ). It is clear that tourism has continued to be a key source of livelihood for local communities in various parts of the country.

Although Uganda is endowed with unique and impressive attractions in the protected areas, the proportion of visitor arrivals to the PAs is still low compared to the total number of tourists coming into the country. The tourism arrivals in the country significantly increased from 1,323,000 in 2016 to 1,449,000 in 2017 (UBOS, 2018<sup>17</sup> ) representing 8.7% increase. Although this shows a positive growth, the proportion of foreign visitors going to the wildlife protected areas is still low, at only 22.45 % of the total arrivals. This challenge has been exacerbated by the COVID-19 (Corona virus) pandemic currently devastating the entire world (2020).

The purpose of this Strategic Focus Area is therefore *“To generate revenues for conservation and sustainable utilisation of wildlife”*.

## TOURISM AND BUSINESS MANAGEMENT CHALLENGES

The main tourism roads linking Kampala city and major towns to the National Parks and Wildlife Reserves are in poor condition and thus impact negatively on tourism experience. Infrastructure in and around protected areas is not well maintained and un-integrated. Whereas UWA and government have invested significantly in transport infrastructure, it does not seamlessly connect to one another in an efficient manner. Development of transport infrastructure has been done in segments, without an overarching vision to increase interconnectedness to areas with potential for tourism.

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<sup>15</sup> WTTC 2018; World Travel Tourism Council 2018: Economic impact of Travel and Tourism

<sup>16</sup> Annual tourism sector performance report 2017/18

<sup>17</sup> UBOS 2018; Statistical Abstract 2018

UWA properties, such as land in urban areas, have not yet been developed to contribute significantly to revenue earnings for the organisation. It is critical to identify and develop other revenue streams and enhance marketing of the existing

ones to reduce on the overdependence on the gorilla revenue stream.

Payment for Ecosystem Services (PES) is another revenue stream that has not been fully tapped. PES occurs when the beneficiary of an ecosystem service pays directly or indirectly to the provider who manages a resource. Water extraction, power generation, biodiversity offsets are some of the aspects of PES that UWA could tap into to augment its revenue sources.

There is still insufficient market intelligence, limited market data coupled with poor systems of information sharing within the organization as well as with the other stakeholders in the industry. The limited tourism products range, unclear identification of markets, regional competition in the tourism market, insufficient and non-dynamic marketing strategy in tourism, failure to market some wildlife reserves with tourism potential, poor tourism facilities and seasonal nature of the tourism business form part of the challenges that all need to be addressed. The slow adoption of ICT by the private sector and the lean marketing staff further contribute to the challenges that need to be addressed. Uganda also still remains an expensive destination with poor pickup of air transport in comparison to its neighbours.

In the next five years of implementation of this Strategic Plan (2020/21-2024/25), UWA will address the above challenges through implementation of the strategic interventions and actions identified below.

## **STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS**

In order to address the above challenges, the following strategic objective will be achieved through direct implementation of the corresponding strategic interventions and actions;

### **Strategic objective 6: To generate revenues for conservation and sustainable utilisation of wildlife**

UWA will implement the following strategic interventions and actions as outlined in the table below:

**Table 13: Strategic Interventions and Actions under Tourism and Business Management**

Strategic Objective	Strategic Interventions	Actions
To generate revenues for conservation and sustainable utilisation of wildlife	Develop and implement business investment plan for UWA	Develop a business and investment plan
		Invest in new tourism activities/products
		Develop UWA land outside PAs
		Develop guidelines for managing facilities
	Strengthen operations and management of UWA facilities and concessions	Develop an automated monitoring system for concessions and UWA performance
		Review existing concession agreements and implement new terms
		Identify new investment opportunities
		Develop new concessions
	Develop new and improve existing products	Carry out feasibility studies for new tourism products
		Audit existing tourism products
		Train staff in interpretive guiding and customer service
		Conduct research on customer satisfaction to continuously improve the quality of services and facilities
	Strengthen domestic and international marketing of tourism products	Establish fully fledged customer service centres at UWA hqs, Sheraton and in QENP, RMNP, MFNP, KNP and BINP
		Review the branding plan
		Promote destination marketing
		Develop and implement new market research systems
		Develop and implement tourism promotional programmes
		Develop and implement a domestic tourism plan/ strategy enhancement for UWA
	Professionalize the guiding services in the organization	Establish the guiding function and structure
		Recruit, train and certify guides
	Strengthen customer service delivery at UWA service centres	Develop and implement a client's charter
		Train front desk officers in customer service
		Implement customer service SOPs
	Establish collaborative mechanisms with UNRA and Local Governments to upgrade and maintain tourism roads	Conduct meetings to establish collaborative mechanisms between UWA, UNRA and Local governments
		Engage UNRA/DLGs to upgrade and regularly maintain tourism roads
	Develop and implement a framework to guide private and public investment in protected areas	Develop and implement guidelines and standards for managing concessions
		Develop a framework for Public Private Partnerships (PPP) investments in PAs
		Develop and implement a framework for Public Private Partnerships (PPP) investments in PAs
	Formulate and implement a tourism infrastructure development and maintenance plan for UWA managed facilities	Develop and implement guidelines for developing and managing UWA tourism infrastructure and facilities
		Develop UWA tourism infrastructure and facilities such as low cost accommodation, multi-purpose centres
		Construct board walks, trails and bridges
		Construct canopy walks



## STRATEGIC FOCUS AREA 7: CORPORATE GOVERNANCE

This Strategic Focus Area provides for mechanisms that ensure UWA operations comply with the relevant policies, laws, regulations, procedures, guidelines and principles of corporate governance. It ensures that decision making and implementation in the organization is participatory with proper channels of information flow to all stakeholders.

The Focus Area further provides strategies for the improvement of the organization's corporate image, risk management, financial management, performance monitoring and integrated reporting, partnership coordination and the involvement of the public in the activities of the organization.

The purpose of this Strategic Focus Area is *“To enhance effective and efficient management of the organisation”*.

### CORPORATE GOVERNANCE CHALLENGES

UWA believes in good governance as an essential process of achieving its objectives and a drive to improvement as well as maintaining legal and ethical standards in the eyes of stakeholders and the wider community. Governance is not simply a concern for the organisation's corporate image but also a process of decision making and a means by which decisions are implemented. There are laws, policies, plans, guidelines and procedures in place such as the Uganda Wildlife Act, Regulations made under the Uganda Wildlife Act, Uganda Wildlife Policy, Board Procedures Manual, Human Resource Manual and the Financial Procedures Manual for good corporate governance. However, the organisation is still in the process of developing an Internal Audit Charter, Standard Operating Procedures (SoPs) other strategies and guidelines so as to enhance good corporate governance.

There are still challenges of information sharing across the directorates and PAs. The process of developing Standard Operating Procedures that would guide and harmonize management operations and effective decision making is still ongoing. There is also a lack of Wildlife Regulations for some Protected Areas to operationalize some provisions of the Uganda Wildlife Act 2019. The organisation lacks clear guidelines for Corporate Social Responsibility (CSR) as well as an operational communication strategy.

UWA's internally generated revenues have significantly been rising over the years from UGX 41 billion in 2014/15 to UGX 94 billion in 2017/2018. Despite this growth UWA is still a long way from achieving financial self-sustainability. UWA's internally generated revenue is inadequate to finance all its operations. Many of its priorities are left unfunded every year. UWA financial management processes are guided by the Financial Procedures Manual 2016 which requires revenue to be banked intact and expenditures to be in line with the approved budget estimates. However, there are control weaknesses in revenue collection and expenditure processes which makes it prone to abuse leading to suppression of locally generated

internal revenue and delayed payments. Consequently, these challenges often lead to financial and physical underperformance of the organisation.

The organisation has entered into a number of strategic partnerships with key stakeholders with the aim of galvanising support for the various programmes. These include a partnership with Natural Resources Conservation Network to track illegal wildlife trade, signed MOUs with hoteliers and big investors to increase on revenue. However, these partnerships need to be managed properly in order to be mutually beneficial.

At the time of gazettelement of some PAs, there were people with historical rights or claims over land that was gazetted as wildlife protected areas. These rights were in form of land titles and family ownership. Protected areas with land claims preserved by the law include Queen Elizabeth National Park, Katonga Wildlife Reserve, Toro Semuliki Wildlife Reserve, Kibale National Park, Pian Upe Wildlife Reserve among others. UWA will face serious challenges when these people begin to claim back their land.

Uganda Wildlife Authority owns properties outside PAs some of which have unresolved land claims that affect development of such properties. Examples of these claims are two properties in Mbale where Mt. Elgon National Park headquarter is currently housed, one in Kitumba in Fort Portal, one in Mbarara, and one in Karusandara in QEPA. Although some of the properties have been surveyed, they remain undeveloped and therefore are under threat of encroachment. Moreover, there are other properties which have not been surveyed and thus remain vulnerable to illegal third party claims since UWA's legal interests in these properties have to yet be secured.

Management of wildlife and protected areas in Uganda is guided by the Uganda Wildlife Act 2019, and regulations made within the framework of the Uganda Wildlife Act and the Uganda Wildlife Policy. In addition, there are international laws and conventions to which Uganda is a signatory with UWA as an implementing agency. UWA has also developed plans and guidelines to assist in the implementation of existing laws and policies. Programme implementation within the organization, is guided by the different plans, with the Strategic Plan setting the overall strategic direction for the organization. The General Management Plans for specific protected areas guide site specific management actions on a day to day basis. The Strategic Plan and General Management Plans are implemented through the Annual Operations Plans (AOPs). Although Wildlife Act has been in place for a considerable period of time, a few regulations have so far been developed to operationalise the Act. The organisation is yet to develop regulations to govern management of community wildlife areas and sanctuaries.

UWA developed a Board of Trustees (BoT) Governance Manual with the main aim of achieving efficiency and effectiveness in the execution of Board duties. Specifically,

the manual regulates board proceedings and also delegates some authority to the BoT committees as well as to Management.

All governance and management issues that require Board attention are first discussed in the respective BoT committee(s) and subsequently by the full Board for final decisions. Thereafter the decisions of the Board are implemented by UWA Management and feedback submitted to the Board through the BoT Audit and Risk Committee. The BoT charter that stipulates the above functions needs to be reviewed from time to time.

In the next five years of implementation of this Strategic Plan (2020/21-2024/25), UWA will address the above challenges and needs through implementation of the strategies articulated below.

### **STRATEGIC OBJECTIVES, STRATEGIC INTERVENTIONS AND ACTIONS**

In order to address the above challenges, the following strategic objective will be achieved through direct implementation of the corresponding strategies and actions;

#### **Strategic objective 7: To enhance effective and efficient management of the organisation**

UWA will implement the following strategic interventions and actions as set out in table 14 below:

**Table 14: Strategic Interventions and Actions under Corporate Governance**

Strategic Objective	Strategic Interventions	Actions
To enhance effective and efficient management of the organisation	Develop and implement a communication strategy for the organization	Develop the communication strategy Implement priority actions in the communication strategy
	Promote sports to enhance UWA's image	Develop the UWA sports policy
		Develop UWA sports facilities
		Organize the annual wildlife marathons
	Promote CSR in the organization	Register and equip professional sports clubs
		Develop and implement CSR guidelines
	Review and implement the partnership policy for the organization	Review the partnership policy Implement the partnership policy
	Develop mechanisms for resource mobilization	Develop and implement a strategy for resource mobilisation
		Develop project proposals for funding
	Implement the UWA risk management policy	Develop and implement a risk management action plan
	Secure UWA properties outside PAs and resolve all land claims	Update the inventory of UWA properties
		Survey and title all UWA properties
		Resolve all claims over UWA properties outside PAs
	Develop and implement regulations for operationalizing the Uganda Wildlife Act	Develop priority regulations as required under the wildlife act
	Review and update existing Policies, Plans, Regulations and guidelines	Develop and review PA GMPs
		Conduct mid and end term evaluation of the strategic plan
		Develop a new strategic plan
		Develop policies, plans, , guidelines and procedures
		Publicize policies, plans, regulations, guidelines and procedures
	Strengthen revenue and expenditure management	Review and Implement Policies, plans, Regulations, guidelines, and procedures
		Develop and implement a new booking and financial system
		Monitor revenue(Appropriation in Aid (AIA), Government Subvention and Donor Grants) collections and reporting
		Support the Audit process for the Financial and physical performance
		Undertake Budget Framework Paper (BFP), Ministerial Policy Statement (MPS) preparation and budget monitoring
		Undertake performance monitoring and reporting
		Develop a stakeholder engagement plan
	Strengthen stakeholder engagement	Carry out stakeholder mapping
		Enhance the capacity of the UWA BoT and management in corporate governance
		Develop and operationalise an organizational data portal
	Strengthen decision making function	Finalise and Implement SOPs for UWA

### 3.5 PLAN IMPLEMENTATION

This Strategic Plan has been designed to be implemented through Annual Operations Plans (AOP) with specific annual targets and budgets that will be developed to guide the day-to-day operations of the organisation. These annual plans are guided by the expenditure limits provided in the Budget Call Circulars issued by the Ministry of Finance Planning and Economic Development.

For effective implementation of this plan, the organizational structure will be reviewed to address gaps identified in the human resources in order to improve coordination at Headquarters and Conservation Area levels, balance unit loads, and streamline reporting and performance management.

Financing mechanisms for the plan have also been elaborated and are presented in Section 4 below. The Monitoring and Evaluation framework, as detailed in the annexes, will be used to assess progress of implementation of this plan and overall performance of the organisation.

## 4. FINANCING FRAMEWORK AND STRATEGY

### 4.1 FINANCING PLAN

This Strategic plan has been concluded and made ready for implementation at a time when the whole world is grappling with economic effects of Covid-19 pandemic.

Tourism earnings having been the main source of funding for implementation of previous plans and following the reduction in travel and tourism globally following the surge in the COVID-19 cases, the earning from tourism reduced significantly and anticipated to return to pre-COVID-19 rates in about 3 years.

UWA is therefore seeking funding from its partners to support implementation of this plan. There are ongoing efforts to obtain funding from the World Bank to invest in infrastructure development in the wildlife protected areas that lie within the Albertine landscape. Additionally, UWA will develop generic funding proposals to be presented to potential donors and NGOs to leverage funding from the donors.

This Strategic plan will be financed through;

- i) Appropriation in Aid (AIA) or Non-Tax Revenue(NTR), composed of all collections from Park entry and recreational services offered in the National parks as well as the collections from Concessions and others,
- ii) Subventions from Government of Uganda and
- iii) Grants and donations from development partners and Civil Society Organisations. Some donors and partners have made commitments to support implementation of this plan specifically focusing on the following aspects;
  - a) Investing in Forests and Protected Areas for Climate Smart Development Project (World Bank Project); **US \$40,750,627**
  - b) IUCN; **US\$ 34,876** for Gorilla conservation
  - c) UNESCO; **US\$ 79,737** from Cultural heritage for RMNP
  - d) AWHF support to Bwindi; USD 15,000
  - e) SIDA proposed funding; **US\$ 1,186,941**
  - f) USAID infrastructure support in Kidepo
  - g) UCF, GCF, WCS, AWF,
  - h) USD 130,000 from Oil for Development project
  - i) Other conservation partners

Table 15 below shows a summary of the proposed financing plan of the UWA Strategic plan 2020/21 to 2025/25.

**Table 15: Financing framework**

		Projections				
#	Revenue by source	2020/21	2021/22	2022/23	2023/24	2024/25
1	ALA	28,972,192,000	34,766,630,400	43,458,288,000	54,322,860,000	67,903,575,000
2	Subventions	720,000,000	720,000,000	720,000,000	720,000,000	720,000,000
3	Grants/Donations	6,000,000,000	20,000,000,000	28,525,438,900	28,525,438,900	28,525,438,900
	<b>Total</b>	<b>35,692,192,000</b>	<b>55,486,630,400</b>	<b>72,703,726,900</b>	<b>83,568,298,900</b>	<b>97,149,013,900</b>
		2020/21	2021/2022	2022/2023	2023/2024	2024/2025
#	Expenditure item					
1	Salaries/wages	39,252,354,560	39,752,354,560	40,252,354,560	40,752,354,560	41,252,354,560
2	Non-wage recurrent	88,962,465,440	95,861,435,440	96,049,835,440	98,052,370,440	90,566,585,440
4	Development/capital budget	34,370,000	30,400,000	30,000,000	33,465,000	28,250,000
	<b>Total</b>	<b>128,249,190,000</b>	<b>135,644,190,000</b>	<b>136,332,190,000</b>	<b>138,838,190,000</b>	<b>131,847,190,000</b>
	<b>Funding gap</b>	<b>92,556,998,000</b>	<b>80,157,559,600</b>	<b>63,628,463,100</b>	<b>55,269,891,100</b>	<b>34,698,176,100</b>

The difference between the expenditure and revenue presents the funding gap. This gap is on average UGX 65billion annually. This therefore implies that to effectively implement this Strategic Plan, a lot of emphasis has to be put on gathering funding from development partners and fundraising for relevant activities to fill the funding gap. In addition to seeking external funding, emphasis will have to be put in increasing the Appropriations in Aid sources such as efforts to increase the number of visitors to the national parks and recreational activities in the parks.

## 4.2 COST ESTIMATES FOR IMPLEMENTATION OF THE STRATEGIC PLAN BY STRATEGIC FOCUS AREA

This Strategic Plan comprises 7 Strategic Focus Areas and the proposed allocations to each of these areas is shown in Table 16 below.

The total cost for this Strategic Plan amounts to UGX 670 billion. The detailed costing per output and action is presented in Appendix 1.



**Table 16: Summary of cost estimates by Strategic Focus Area (2020/21-2024/25)**

Strategic Focus area	Strategic Objective	2020/21 000 Ugx	2021/22 000 Ugx	2022/23 000 Ugx	2023/24 000 Ugx	2024/25 000 Ugx	Total 000 Ugx
ECOSYSTEM MANAGEMENT	SO1: To improve and maintain the ecological integrity of protected areas	13,145,190	14,375,190	12,945,190	12,292,190	11,995,190	64,752,950
WILDLIFE RESOURCE PROTECTION	SO2: To protect wildlife resources in the country	8,385,000	11,280,000	10,280,000	9,885,000	9,780,000	49,610,000
COMMUNITY CONSERVATION	SO3: To enhance community participation in management of wildlife and their habitats	14,725,000	14,407,000	14,217,000	14,492,000	14,167,000	72,008,000
ECOLOGICAL MONITORING AND RESEARCH	SO4: To generate scientific and management oriented information for wildlife management	620,000	2,370,000	1,430,000	1,960,000	1,690,000	8,070,000
CAPACITY DEVELOPMENT	SO5: To strengthen human resource and infrastructure capacity of UWA	81,300,000	80,930,000	86,630,000	91,580,000	86,310,000	426,750,000
TOURISM AND BUSINESS DEVELOPMENT	SO6: To generate revenues for conservation and sustainable utilisation of wildlife	8,753,000	11,573,000	10,215,000	10,005,000	8,995,000	49,541,000
CORPORATE GOVERNANCE	SO7: To enhance effective and efficient management of the organisation	5,962,000	6,410,000	5,390,000	5,190,000	5,390,000	28,342,000
<b>Total</b>		<b>132,890,190</b>	<b>141,345,190</b>	<b>141,107,190</b>	<b>145,404,190</b>	<b>138,327,190</b>	<b>699,073,950</b>

## 5. INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

In order to implement the Strategic Plan, key management functions were identified. The key management functions broadly fall within the four categories closely reflecting the organisational structure (directorates) namely:

### 5.1 Wildlife Resource Protection and PA Ecosystem Management

This functions represents the core activities of the organization, which are vital for UWA to realize its mission and fulfil its mandate. The wildlife resources protection and PA management function comprises the following:

- PA Operations and Engineering Services
- Planning,
- Environmental Impact Assessment (EIA),
- Research and Ecosystem Health Monitoring,
- Veterinary Services,
- Community Conservation,
- Habitat Restoration,
- Security and Safety

### 5.2 Tourism and Business Development

In order for the organization to effectively carry out its mandate of conservation, financial resources are critical. UWA is run on a Non-Tax Revenue (NTR) budgeting framework of Government and therefore raises its own revenues mainly through tourism and other related businesses. The Authority uses this revenue to run conservation work without remitting it to the national treasury. The Tourism and Business Development functions therefore are support services in nature to enable UWA meet its financial sustainability requirements. The functions include;

- Business and product development and management
- Sales and concessions management

### 5.3 Corporate Services

The functions under Corporate Services are directed at ensuring good governance of the organization. In addition, the functions aim at building and maintaining UWA's good corporate image in order to attract commitment and support for UWA's work. A good corporate image will generate interest and confidence from stakeholders to enter into conservation and business partnerships with UWA. The Corporate Services are categorized as follows:

- Public Relations
- Legal Services and Organizational Policy Development

- Governance
- Audit
- Partnerships
- Special Services (Corporate Social Responsibility, honorary wildlife officers' engagements)
- Procurement
- Performance Monitoring and Evaluation
- ICT

#### **5.4 Financial Management and Administration**

This support function facilitates UWA to undertake its core business of resource conservation and management. The key components of this function include;

- Financial management
- Financial controls and accounting
- Human Resources Management

## 6. COMMUNICATING THE STRATEGIC PLAN

The approved UWA Strategic Plan (2020/21-2024/25) reviews the organisation's performance from 2015 to 2020 and also articulates the strategic direction and plans of UWA for the next 5 years (2020-2025). The plan highlights key activities to be implemented, amount of money to be used in the implementation and the process of the evaluation.

This strategic plan will be disseminated to various stakeholders through the following channels among others;

- UWA Libraries both at Headquarters and in the protected areas
- Heads of units and departments in UWA will receive copies of the plan
- University Libraries
- Public libraries
- Institutions listed in the stakeholder analysis chapter (chapter 2) of this plan and,
- The plan will be uploaded on UWA website and the Ministry (MTWA) website

## 7. RISK MANAGEMENT

Uganda Wildlife Authority has undergone risk assessment which identified operational, strategic and external risks. The aim of this assessment was to identify the key risks that the organisation is facing in order to formulate mitigation strategies to address them. The major risks identified during the assessment included Human Wildlife Conflict and invasive species which had a high likelihood of occurrence. UWA has ensured implementation of various mitigation measures in order to address these and other identified risks. The table below shows the major risks that were identified with a very high likelihood of happening. The mitigation measures in place to address these risks are also highlighted in the table.

**Table 17: Mitigation measures for risks in UWA**

No.	RISK	MITIGATION MEASURES
1.	Human Wildlife Conflict	Construct electric fences and trenches in PAs to combat HWC
2.	Revenue concentration risk	Diversification of revenue sources aside from tourism for example The Wildlife Tower
3.	Invasive species	An invasive species eradication strategy in place and effectively implemented
4.	Climate change	Procure software and appropriate equipment to monitor climate change Conduct activities to mitigate and adapt to effects of climate change
5.	Inadequate financial management systems	Review the financial procedures manual Procure IFMIS and cashless software
6.	Inadequate human resource capacity	Develop a recruitment and placement plan Enhance staff welfare and motivation schemes Carry out staff skills enhancement
7.	Disease outbreak	Routine vaccinations for staff against zoonotic diseases Disease surveillance and diagnostics Procurement of protective gear and equipment for disease prevention

## 8. MONITORING AND EVALUATION FRAMEWORK

### 8.1 Monitoring and Reporting Arrangements

Monitoring, Evaluation and Reporting will form a critical feature of the implementation of this strategic plan. This will entail regular data collection and analysis, which will provide timely, substantive and analytical information for UWA to assess progress on implementation of its activities and evaluate achievements. The output of the process will include the necessary feedback on the status of implementation to enable management make informed decisions based on evidence from M&E including taking corrective action from the lessons learnt.

Implementation of this Strategic Plan will be done at all levels of the organisation and its outputs will form part of its quarterly and annual performance reports. Every implementing department/unit will ensure that their respective Annual Operational Plans (AOP) are prepared within the framework of the Strategic Plan. The Departmental and unit targets will be proposed, discussed and submitted to management in approved prescribed formats. Management will ensure that all policies, programs, rules and regulations are prepared and reviewed on the basis of the SP.

Every head of department will be responsible for coordinating periodic reviews. The reporting system will require that each implementing unit monitors its activities as contained in its AOP and budget and prepare periodic performance reports. This will in turn lead to critical assessment of organisational objectives in regularly scheduled senior management and top management meetings.

### 8.2 Evaluation Arrangements

Each department will conduct program input and output analysis. They will also conduct some basic evaluations, which will include assessment of quality achieved, cost analysis and assessment of implementation. All four types of indicators will be tracked under this Strategic Plan that is; input, processes, output and outcome. The input, process and output indicators will be measured at the program level while the outcome indicators will be measured at organisational level.

There are three major evaluation activities that will be undertaken during the implementation of the Strategic Plan:

- a) **Mid-Term Evaluation:** The organisation will undertake a mid-term review of the Strategic Plan by examining implementation progress at all functional levels. The report generated will be used to re-engineer the programs so as to achieve the goals set in the strategic plan within the set time frame.

- b) End of Term Evaluation: At the end of the strategic plan period, UWA will undertake an evaluation to ascertain the level of achievement and help in designing future objectives of the next strategic plan.
- c) Ad hoc evaluation: In case of significant unexplained variation between goal and performance (especially in critical performance areas), an ad hoc evaluation will be conducted to inform decision- making and implementation.

Furthermore, monitoring of the Plan will be the main engine for tracking and assessing progress in the implementation of the plan and the level of success in the management of wildlife. Quarterly stakeholder and UWA meetings will be held to generate feedback on the plan implementation. UWA will share quarterly and annual reports with stakeholders in line with established stakeholder coordination mechanisms.

## 9. UGANDA WILDLIFE AUTHORITY STRATEGIC PROJECTS

In accordance with the National Development Plan III, Uganda Wildlife Authority has identified four strategic projects that will need to be prioritised during the five-year implementation period of the strategic plan and NDP III. The detailed project profiles are attached in appendix 4 in the volume of appendices. Below are the situational briefs of each project as proposed.

### 9.1 STAFF AND OFFICE ACCOMMODATION IN ALL PAs

Uganda Wildlife Authority (UWA) is faced with accommodation deficiency for its ranger force. This situation has been exacerbated by the increased operations and activities to fulfil UWA's institutional mandate as stipulated in the Wildlife Act 2019, and provision of security in and around the protected areas. Since 2015, the ranger force has increased from 1200 staff to 1800 staff in 2019. The current accommodation facilities can only cater for 50% of UWA's ranger force. There is therefore need for increased staff accommodation facilities in all PAs to cater for the remaining 50% of the ranger force and other planned recruitments. In addition, UWA works with other forces, seconded by UPDF and Uganda Police to ensure enhanced security in the protected areas, who also need accommodation.

Considering that the location of UWA's protected areas, where field staff are deployed are mostly hard to reach areas, this leaves UWA with no option but to construct accommodation for this staff. The provision of adequate accommodation will result into improved staff motivation, welfare and performance.

This project will cost 45,000,000,000 shillings to construct 150 ten roomed units for field staff.

Year 1	Year 2	Year 3	Year 4	Year 5
9,000,000,000	9,000,000,000	9,000,000,000	9,000,000,000	9,000,000,000

### 9.2 REMOVAL OF PLANT INVASIVES IN QUEEN ELIZABETH PROTECTED AREA AND LAKE MBURO NATIONAL PARK

Most of the Protected Areas in Uganda are currently undergoing ecosystem changes as rangeland infestation by invasive and exotic plant species is on a steady rise. These invasive/exotic or endemic plants, amongst others include *Dichrostachys cinerea*, *Lantana camara*, *Parthenium hysterophorus*, *Opuntia vulgaris*, *Imperata cylindrica*, *Maerua cumbens*, *Caesalpinia decaputata*, *Acacia hockii*, *Tecoma stans*, *Senna siamea* and *Thevetia peruviana*. These invasive species cover large expanses of land in various PA such as QENP, LMNP, MFNP, Katonga WR and KVNP. This invasion has contracted the grazing areas for herbivores and affected the rangeland and environmental quality. This impacts wildlife management as populations of specific



grazers such as hippos, buffalos, zebras, topis, and Uganda kobs have reduced.

The goal of this project is to manage the habitats that have been infested with invasive plants with a view of improving rangeland quality for better management of wildlife resources in Uganda. This project will therefore restore degraded habitats and pasture availability for wildlife grazers, enhance tourism opportunities and its contribution to national development. This project will be implemented by Uganda Wildlife Authority as the lead agency in collaboration with NEMA and NFA (Ministry of Water and Environment), the Invasive Species Unit of the Ministry of Agriculture, Animal Industry and Fisheries as well District Local Governments and local communities.

The project will be technically guided and monitored by conservation research institutions including Institute of Tropical Forest Conservation (ITFC), Makerere University Biological Field Station (MUBFS), Wildlife Conservation Society (WCS), World Wildlife Fund for Nature (WWF), United Nations Development Program (UNDP), and African Wildlife Foundation (AWF).

The project will cost 20,000,000,000 shillings to cater for both protected areas.

Year 1	Year 2	Year 3	Year 4	Year 5
4,000,000,000	4,000,000,000	4,000,000,000	4,000,000,000	4,000,000,000

**9.3 ELECTRIC FENCING IN HOTSPOT AREAS AROUND QUEEN ELIZABETH NATIONAL PARK AND MURCHISON FALLS NATIONAL PARK**

Uganda Wildlife Authority (UWA) is mandated to manage wildlife inside and outside Protected Areas (PAs). Over the years, UWA has experienced immense challenges regarding management of human-wildlife conflicts (HWC) largely emanating from crop destruction, human and livestock attacks and sometimes deaths mainly caused by Elephants. The most affected areas are Queen Elizabeth National Park and Murchison Falls National Park. UWA has implemented various interventions such as growing chillies, Mauritian thorns, digging of trenches, growing of non-Palatable crops and mobilizing communities but the challenges still persist.

This project will greatly reduce the straying of elephants from the protected areas into surrounding communities, and consequently reduced human wildlife conflicts. This outcome will lead to positive cooperation between the parks and communities, enhanced food security and improved livelihoods. With community support wildlife resource management becomes sustainable thus achieving the NDPIII objective 5 and 19.

The electric fence is expected to augment other existing initiatives to reduce Human Wildlife Conflict (HWC). Specifically, the project will result in increased productivity of the neighbouring farming activities. It will further lead to reduction

of poaching and other illegal activities in the two protected areas hence increasing tourism and conservation opportunities.

Currently human wildlife conflicts constitute a major obstacle in establishing meaningful cooperation between the park authorities and the local communities. There is increased animosity towards wildlife as a result of crop damage, injury or death of people and domestic animals. This situation has discouraged communities from engaging in economic activities important for their livelihoods thus breeding poverty.

This project will cost 3,500,000,000 shillings to construct an electric fence covering 70km in both national parks.

#### **9.4 CONSTRUCTION OF NEW ROADS AND REHABILITATION OF EXISTING ROADS AND TRACKS IN SAVANNAH NATIONAL PARKS**

Uganda Wildlife Authority is facing the challenge of poor roads and tracks within its protected areas. This has impacted negatively on the inflow of tourists in these areas and the visitor experience has on occasion not been very pleasant. At best, only four-wheel drive vehicles can navigate the roads and tracks in the parks thereby excluding the majority of local visitors who rarely own such vehicles. The bad roads and tracks or the lack of accessibility at all often hamper field operations and rescue efforts whenever required. There is therefore a need to open up new roads and tracks to increase access for visitation and visitor satisfaction particularly in areas with unique fauna and flora. The field operations within the parks need prompt response in order to effectively handle wildlife offenders and other illegal activities. Implementation of this project will therefore help UWA overcome these challenges.

When this project is implemented, it will increase the number of visitors coming to the protected areas. This will in turn increase park based revenue thereby aiding national development through foreign exchange earnings.

The smooth park roads will ease field law enforcement operations and poaching will ultimately reduce which in turn will bolster the wildlife numbers and hence offer increased visitor satisfaction. In conclusion, the development and rehabilitation of the park roads has a positive impact on tourism numbers and revenue earnings.

Implementation of this project will cost 1,250,000,000 shillings to construct and maintain roads in all savannah parks.

Year 1	Year 2	Year 3	Year 4	Year 5
250,000,000	250,000,000	250,000,000	250,000,000	250,000,000

## 9.5 TOURISM PRODUCT DEVELOPMENT

Despite the fact that Uganda is endowed with incredible attractions in the protected areas and recent accolades received, the proportion of visitor arrivals to the PAs is still limited as compared to the National inflow. The tourism arrivals in the country significantly increased from 1,323,000 in 2016 to 1,449,000 in 2017 (UBOS, 2018<sup>18</sup>) representing 8.7% increase. Although this shows a positive growth, the proportion of foreign visitors going to the wildlife protected areas is still low, at only 22.45 % of the total arrivals.

This is attributed to few products, unclear identification of markets, regional competition, insufficient and non-dynamic marketing strategy in tourism, failure to market some wildlife reserves with potential, poor tourism facilities and seasonal nature of the tourism business. The slow adoption of ICT by the private sector and lean marketing staff all add to the list of hindrance. This project will target the development of key tourism products such as the cable cars in Rwenzori Mountains National Park in order to diversify the tourism products and create a longer tourist stay in the country.

Product development will cost 7,000,000,000 shillings for all selected products per year.

Year 1	Year 2	Year 3	Year 4	Year 5
1,000,000,000	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000

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<sup>18</sup> WUBOS 2018; Statistical Abstract 2018

## Appendix 1

# IMPLEMENTATION MATRIX

This section illustrates how the key planned Outputs and at the financial requirements based on annual projections shall be achieved.

Strategic Interventions	Outputs	Actions	Year 2020/21	Year 2021/22	Year 2022/23	Year 2023/24	Year 2024/25	Total
			000 Ugx	000 Ugx	000 Ugx	000 Ugx	000 Ugx	000 Ugx
<b>ECOSYSTEM MANAGEMENT</b>								
<b>SO1: To improve and maintain the ecological integrity of protected areas</b>								
Develop and implement an invasive plant species eradication management strategy	Invasive species eradication management strategy developed and implemented	Hire a consultant to develop the strategy	90,000	-	-	-	-	90,000
		Conduct consultation workshops on the invasive species strategy development and review	10,000	10,000	10,000	10,000	10,000	50,000
		Print and distribute approved strategy documents	-	15,000	-	-	-	15,000
		Hire a contractor to manually/ mechanically remove invasive in QENP, LMNP, KTWR, TSWR and KVNp	-	1,200,000	600,000	600,000	600,000	3,000,000
		Manual and mechanical removal of invasive	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Develop and strengthen capacity within the institution to manage invasive and exotics	Appropriate equipment to manage invasive species procured	Procure tools and equipment to manage invasive	-	80,000	-	-	40,000	120,000
	Staff capacity to manage invasive species and exotics species built (monitoring, analysis, measurement, etc.)	Train staff to manage invasive species	-	50,000	-	-	-	50,000
	External technical and financial support to manage invasive and exotic species secured	Fundraise resources to manage invasive species	5,000	5,000	5,000	5,000	5,000	25,000





Implement mechanisms that will ensure control of cross transmission of diseases between humans, livestock and wildlife.	Routine staff vaccinations against zoonotic diseases conducted	Conduct vaccinations for staff against zoonotic diseases	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Routine domestic animal vaccinations conducted around PAs by MAAIF in collaboration with UWA	Conduct routine vaccination for domestic animals around the PAs in collaboration with MAAIF	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Suitable staff gear for disease prevention procured and used	Procure protective gear and equipment for disease prevention	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Strengthen the organization's capacity to respond to disease outbreaks and management of wildlife health	A Wildlife Health management strategy developed and implemented	Develop a Wildlife Health management strategy	60,000						60,000
	Veterinary diagnostic laboratories established and operationalized in three conservation Areas (QECA, MFCA, KVCA)	Establish Veterinary diagnostics laboratory in QECA	-	500,000	200,000	-	-	-	700,000
		Equip the laboratories			300,000	200,000	200,000	200,000	700,000
		Procure software for laboratory management			100,000				100,000
	Laboratory safety and biosecurity plans and manuals developed and operationalized	Develop Laboratory safety and biosecurity plans and manuals	10,000	10,000	10,000	10,000	10,000	-	40,000
		Acquire ISO certification of the laboratories	2,590	2,590	2,590	2,590	2,590	2,590	12,950
	Staff capacity in disease surveillance, epidemiological case investigations, diagnostics, and outbreak management developed	Conduct short course training for staff in disease surveillance, epidemiological case investigations, and outbreak management	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Disease surveillance and outbreak management manual	Develop Disease surveillance and							100,000



	developed and implemented	outbreak management manual	60,000	-	-	-	40,000	-	-
			100,000	100,000	100,000	100,000	100,000	100,000	500,000
Monitor and enforce compliance with legal requirements	ESIA conducted for UWA developments	Conduct and review ESIA's for UWA and other developments	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Compliance Monitoring tools developed and operationalized	Procure software for compliance monitoring	25,000						25,000
		Procure tools and equipment for compliance monitoring	50,000	-	-	-	50,000		100,000
	Routine compliance monitoring of developments inside PAs undertaken	Conduct routine compliance monitoring for developments inside PAs	10,000	10,000	10,000	10,000	10,000	10,000	50,000
	Long term monitoring of impacts of development and extractive activities inside protected areas undertaken	Customize the NEMA waste management guidelines for UWA use	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Waste management guidelines developed and implemented	Procure tools for waste management	45,000	10,000	10,000	10,000	10,000	10,000	85,000
		Conduct waste management and disposal in PAs	290,000		200,000	-	-	-	490,000
			117,600	117,600	117,600	117,600	117,600	117,600	588,000
Implement Climate Change Mitigation and adaptation measures	Organisational Climate change mitigation and adaptation plan developed	Climate change mitigation and adaptation plan	-	30,000	-	15,000	-	-	45,000
	Key climate change mitigation infrastructure and facilities in PAs established	Establish climate change mitigation infrastructure and facilities	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000



connectivity		wildlife corridors	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
		Acquire land for viable wildlife corridors	50,000	50,000	50,000	50,000	50,000	50,000	250,000
		Land use plans for viable wildlife corridors developed and implemented	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<b>SUB TOTAL</b>			13,145,190	14,375,190	12,945,190	12,292,190	11,995,190		64,752,950
<b>WILDLIFE RESOURCE PROTECTION</b>									
<b>SO2: To protect wildlife resources in the country</b>									
Strengthen law enforcement operations in UWA	Joint operational command centres established at HQ and at each conservation area	Establish joint operational command centres at HQ and each conservation area	500,000	500,000	500,000				1,500,000
		Procure equipment for the command centres	500,000	500,000	500,000	500,000	500,000		2,500,000
	Planned Law enforcement equipment and other logistics procured	Procure law enforcement equipment	300,000	300,000	300,000	300,000	300,000		1,500,000
	Resource protection related smart technologies and software procured and deployed	Procure resource protection related smart technologies and software	-	1,000,000	-	-	-		1,000,000
		Train staff in law enforcement operations	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Illegal harvesting of resources from PAs and poaching eliminated	Conduct patrols to combat illegal harvesting of resources from PAs and poaching	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	28,750,000
	Coordination mechanisms with other agencies developed and implemented (MoUs, Agreements)	Develop and implement coordination mechanisms with other	225,000	225,000	225,000	225,000	225,000	225,000	1,125,000

		agencies								
		Support the activities of the National Wildlife Crime Coordination Task Force	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Strengthen intelligence and investigation operations and prosecution	Coordination mechanisms with relevant agencies (including judiciary) and neighbouring countries developed	Support the activities of the National Wildlife Crime Coordination Task Force	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
		Develop coordination mechanisms with relevant agencies and neighbouring countries	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
		Intelligence and investigation systems developed and implemented	280,000	280,000	280,000	280,000	280,000	280,000	280,000	1,400,000
		Staff skills in Prosecution, intelligence, investigations including forensics and detection enhanced.	150,000	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Implement a national action plan for combating illegal wildlife trade.	International conventions and Regional treaties related to wildlife trafficking implemented	Domesticate resolutions from international conventions and regional treaties	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	National action plan for combating illegal wildlife trade implemented	Develop strategies for engagement of source and destination countries for wildlife and wildlife products in illegal trade	125,000	125,000	125,000	125,000	125,000	125,000	125,000	625,000
		Develop mechanisms for strengthening mutual legal assistance and extradition of wildlife crime suspects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Develop and implement a management	Management plan for wildlife outside PAs developed	Develop a management plan for wildlife outside								210,000

plan for wildlife outside PAs	PAs	105,000	-	-	105,000	-	-	-	-
	Priority activities in the Management Plan implemented	-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
	Additional proposed wildlife management stations established outside PAs	-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
	Poaching and human wildlife conflicts outside PAs contained	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
SUB TOTAL		8,385,000	11,280,000	10,280,000	9,885,000	9,780,000			49,610,000
COMMUNITY CONSERVATION									
SO3: To enhance community benefits and appreciation of conservation									
Develop and implement conservation education and awareness plan	Education and awareness plan for UWA developed	-	40,000	-	-	-	-	-	40,000
	Priority activities in the Education and awareness plan implemented	600,000	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
	Partnerships with relevant stakeholders such as wildlife clubs of Uganda developed and implemented	-	20,000	20,000	20,000	20,000	20,000	20,000	80,000
	Implementation of the National Education and Awareness Plan in partnership with Uganda Wildlife Conservation Education Centre (UWEC) supported	-	32,000	32,000	32,000	32,000	32,000	32,000	128,000
	Mechanisms for collaboration with LGs for land use planning established	15,000	15,000	15,000	15,000	15,000	15,000	15,000	75,000

around PAs		planning								
	In collaboration with DLGs, land use plans for areas with significant wildlife populations are developed and approved	Develop land use plans for areas with significant wildlife populations	350,000				-	-		350,000
	DLGs supported to implement land use plans	Support DLGs to implement land use plans	50,000	50,000	50,000	50,000	50,000	50,000		250,000
Implement the national human wildlife conflict management strategy	Priority interventions in the Problem animal management strategy (PAM) mainly electric fencing, and trenches in each PA implemented	Implement priority problem animal management interventions in each PA	11,500,000	11,500,000	11,500,000	11,500,000	11,500,000	11,500,000		57,500,000
	Problem animal management equipment for all CAs procured	Procure equipment for problem animal management	500,000	500,000	500,000	500,000	500,000	500,000		2,500,000
	Regulations to manage wildlife sanctuaries developed	Develop regulations to manage wildlife sanctuaries	50,000				50,000			100,000
	Staff and community skills in problem animal management strengthened	Train staff and communities in problem animal management	-	80,000			-	80,000		160,000
Strengthen capacity to implement problem animal management interventions	Capacity of LGs to manage vermin strengthened	Support LGs in management of vermin	40,000	40,000	40,000	40,000	40,000	40,000		200,000
	Guidelines for operations of Wildlife scouts developed	Develop guidelines for operations of wildlife scouts	-	70,000			-	-		70,000
	Operations of wildlife scouts around PAs supported	Support operations of wildlife scouts	50,000	50,000	50,000	50,000	50,000	50,000		250,000
	National Data base on human wildlife conflict incidences and magnitude established	Develop the National data base on human wildlife conflict incidents and magnitude	140,000	-			-	-		140,000
Monitor losses and assess impacts of human wildlife conflicts										

	Data on human wildlife conflict analysed and used for decision making	Collect, analyse and report data on human wildlife conflict for policy decisions	35,000	35,000	35,000	35,000	35,000	175,000
Operationalize the wildlife compensation scheme	Regulations on compensation developed	Develop regulations on compensation	120,000	-	-	120,000	-	240,000
	Regulations on compensation operationalized	Operationalize regulations for compensation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	Review and strengthen the revenue sharing program and other benefit schemes	Evaluate and implement recommendations of the benefit sharing schemes	30,000	30,000	30,000	30,000	30,000	150,000
	Revenue sharing regulations developed, disseminated and implemented	Develop and implement revenue sharing regulations	45,000	45,000	45,000	45,000	45,000	225,000
					50,000	50,000		50,000
Develop and implement sustainable wildlife utilization schemes	Regulations on wildlife use rights developed	Develop regulations on wildlife user rights				25,000		25,000
	Capacity of the Private Sector in wildlife utilization strengthened	Provide capacity and incentives to the private sector in wildlife utilization	50,000	50,000	50,000	50,000	50,000	250,000
	Wildlife use schemes promoted (class B (Farming) and C (Ranching))	Promote wildlife use schemes B(Farming) and C(Ranching)	20,000	20,000	20,000	20,000	20,000	100,000
Promote wildlife-based enterprises	Standards for selected wildlife based enterprises developed and implemented	Develop standards for selected wildlife based enterprises	-	50,000	-	50,000	-	100,000
	Incentives for promoting wildlife-based enterprises in place	Provide technical support to wildlife based enterprises	30,000	30,000	30,000	30,000	30,000	150,000
	Community Conservation livelihoods program implemented	Provide technical and financial support to						200,000

		community conservation livelihoods program	-	50,000	50,000	50,000	50,000	50,000	
	Community Conservation livelihoods program evaluated	Evaluate and implement recommendations of community conservation livelihoods programs	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Strengthen Local Government and other structures for conservation	Operational community wildlife committees in place	Constitute operational community wildlife committees	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Assessments and verifications for compensation conducted	Provide technical support to community structures involved in wildlife conservation activities	20,000	20,000	20,000	20,000	20,000	20,000	100,000
	Coordination mechanisms with Local governments established and implemented	Establish and implement coordination mechanisms with Local Government officials	10,000	10,000	10,000	10,000	10,000	10,000	50,000
SUB TOTAL			14,725,000	14,407,000	14,217,000	14,492,000	14,167,000		72,008,000
ECOLOGICAL MONITORING AND RESEARCH									
SO4: To generate scientific and management oriented information for wildlife management									
Promote research that guide management decisions	Organisational research priorities identified	Conduct workshops to identify organizational research priorities	-	10,000	10,000	10,000	10,000	10,000	40,000
	Research oriented management decisions undertaken	Undertake research studies	60,000	60,000	360,000	360,000	360,000	360,000	1,200,000
	Research findings disseminated	Disseminate research findings	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Research recommendation Implemented	Implement research							



Establish and operationalize a research fund		recommendations	-	100,000	500,000	500,000	500,000	1,600,000
	UWRTI supported to establish and operationalise field research stations especially in savannah PAs	Support UWRTI to establish and operationalize field research stations especially in savannah PAs	-	300,000	300,000	300,000	300,000	1,200,000
	Policy document establishing Research fund developed	Draft a policy document establishing the research fund	60,000					60,000
	Research fund operationalised	Implement the research fund		500,000	500,000	500,000	500,000	2,000,000
	Collaborative arrangements with research institutions established	Establish collaborative arrangements with research institutions	-	10,000	10,000	10,000	10,000	40,000
	Total Economic value of PAs established	Conduct total economic value of PAs	150,000	150,000		150,000		450,000
	Information of PA economic value disseminated	Disseminate information on PA economic value	-	10,000	10,000	10,000	10,000	40,000
		Carry out economic valuation		100,000			100,000	200,000
	Existing monitoring systems, equipment and tools reviewed	Review existing monitoring systems, equipment and tools	40,000	40,000	40,000	40,000	40,000	200,000
	New monitoring systems such as community data collection system, equipment and tools developed and applied	Develop new monitoring systems such as community data collection system, equipment and tools		90,000	-	300,000	-	390,000
Review the existing and develop new monitoring systems and tools such as drones	Use and application of monitoring systems, equipment and tools strengthened	Supervise the use and application of monitoring systems, equipment and tools	10,000	10,000	10,000	10,000	10,000	50,000
	Staff capacity to apply new tools, equipment and systems	Train staff in application of new						100,000

	developed	tools, equipment and systems	20,000	20,000	20,000	20,000	20,000	20,000	
	New survey technologies of wildlife adopted	Carry out research in new wildlife survey technologies	100,000	100,000	200,000	200,000	200,000	200,000	800,000
Promote regular surveys of key wildlife species including biodiversity assessments	A wildlife Survey plan developed and implemented	Conduct workshops to develop a wildlife survey plan	30,000	-	-	30,000	-	-	60,000
	Animal population estimates for key species in the country established	Carry out animal surveys to estimate animal population for key species in the country	100,000	100,000	100,000	100,000	100,000	100,000	500,000
	Biodiversity assessment conducted in PA	Conduct biodiversity assessments in PAs	-	100,000	-	500,000	-	-	600,000
		Publish biodiversity assessment reports	-	30,000	30,000	30,000	30,000	30,000	120,000
	Information on wildlife surveys disseminated	Disseminate information on wildlife surveys		40,000	40,000	40,000	40,000	40,000	160,000
	Studies for Non Detrimental Findings (NDF) of target species undertaken	Undertake studies for Non Detrimental Findings (NDF) of target species	-	200,000	-	200,000	-	-	400,000
		Undertake long term monitoring of impacts of development and extractive activities inside protected areas			50,000	50,000	10,000		110,000
	Vegetation monitoring indicators developed and applied in PAs and selected wildlife habitats outside PAs	Conduct research to develop vegetation monitoring indicators in PAs and selected wildlife habitats outside PAs		100,000					100,000
Strengthen internal capacity to	Staff capacity to carryout genetic analysis developed	Train staff in short courses to carry out							100,000

undertake genetic analysis		genetic analysis	-	50,000	-	50,000	-	-	-
	Appropriate tools, equipment and supplies acquired	Procure appropriate tools, equipment and supplies for genetic analysis		200,000			500,000		700,000
SUB TOTAL			620,000	2,370,000	2,570,000	2,860,000	3,090,000		11,470,000
CAPACITY DEVELOPMENT									
SO5: To strengthen human resource and infrastructure capacity of UWA									
Establish and enhance appropriate and effective human capital for the organization	Recruitment and placement plan developed and implemented	Develop a recruitment plan	80,000	-	-	80,000	-		160,000
		Conduct recruitment	150,000	3,000,000	150,000	150,000	150,000		3,600,000
		Carry out a staff training needs assessment				200,000			200,000
	Training plan developed and implemented	Develop the UWA training plan	200,000	20,000	20,000	20,000	20,000		280,000
		Facilitate staff training in line with the training plan	600,000	600,000	600,000	600,000	600,000		3,000,000
	UWA training facility established	Hire contractors to establish UWA training facility	-	100,000	-	-	-		100,000
		Procure equipment and fittings for the UWA training facility	-	-	300,000	200,000	-		500,000
	Induction and orientation procedures and guidelines developed and implemented	Streamline organizational staffing and placement		50,000			50,000		100,000
		Develop induction and orientation procedures							50,000



	Human resource manual reviewed	Review the human resource manual	200,000	100,000					300,000
Develop and implement equipment acquisition and replacement plan	Equipment acquisition and replacement plan developed	Develop and implement equipment acquisition and replacement plan	20,000	20,000	20,000	20,000		20,000	100,000
	Equipment acquisition and replacement plan implemented	Procure assorted equipment	6,000,000	2,000,000	1,500,000	6,000,000		1,500,000	17,000,000
	Equipment maintenance plan developed and implemented	Develop and implement an equipment maintenance plan	-	900,000					900,000
		Conduct maintenance for all institutional equipment	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
	Infrastructure development and maintenance plan implemented	Develop infrastructure development and maintenance plan	10,500,000	10,500,000	10,500,000	10,500,000	10,500,000	10,500,000	52,500,000
		Carry out site visits to assess areas for infrastructure development	100,000			100,000			200,000
		Carry out infrastructure development and maintenance	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	5,800,000
	An analysis on the effectiveness of the construction unit undertaken recommendations implemented	Carry out an analysis on the effectiveness of the construction unit	-	20,000	20,000				40,000
	All PA road and tracks properly maintained	Maintain all PA roads and tracks	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
SUB TOTAL			81,300,000	80,930,000	86,630,000	91,580,000	86,310,000	86,310,000	426,750,000
TOURISM AND BUSINESS MANAGEMENT									
SO6: To generate revenues for conservation and sustainable utilisation of wildlife									

Develop and implement business investment plan for UWA	Business and investment plan developed	Develop a business and investment plan	-	100,000	-	-	-	100,000
	Business investments implemented	Invest in new tourism activities/products	-	1,000,000	1,000,000	1,000,000	-	3,000,000
	Undeveloped UWA land outside PAs developed	Develop UWA land outside PAs	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
	Guidelines for managing facilities developed	Develop guidelines for managing facilities	-	-	50,000	-	-	50,000
Strengthen operations and management of UWA facilities and concessions	Automated monitoring system for concessions and UWA performance developed and implemented	Develop an automated monitoring system for concessions and UWA performance	20,000	-	-	-	-	20,000
	Existing concession agreements reviewed and updated	Review existing concession agreements and implement new terms	10,000	10,000	10,000	10,000	10,000	50,000
	New concessions investment opportunities developed based on the GMPs	Identify new investment opportunities	-	10,000	-	10,000	-	20,000
		Develop new concessions		20,000	20,000	20,000	20,000	80,000
Develop new and improve existing products	New priority tourism products developed	Carry out feasibility studies for new tourism products	420,000	420,000	-	-	-	840,000
	Existing tourism products audited and improved	Audit existing tourism products	10,000	10,000	10,000	10,000	10,000	50,000
	Staff capacity in interpretive guiding and customer service strengthened	Train staff in interpretive guiding and customer service	20,000	20,000	20,000	20,000	20,000	100,000
	Research on customer satisfaction conducted	Conduct research on customer satisfaction to continuously improve the quality of services and facilities	15,000	15,000	15,000	15,000	15,000	75,000

Strengthen domestic and international marketing of tourism products	Fully-fledged customer service centres established and operational at UWA hqs. Sheraton and in QENP, RMNP, MFNP, KNP and BINP	Establish fully fledged customer service centres at UWA hqs. Sheraton and in QENP, RMNP, MFNP, KNP and BINP	-	700,000	700,000	700,000	700,000	700,000	2,800,000
	Branding plan reviewed	Review the branding plan	-	-	-	100,000	-	-	100,000
	Tourism stakeholders engaged in destination marketing	Promote destination marketing	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	Market research systems developed and implemented	Develop and implement new market research systems	35,000	35,000	35,000	35,000	35,000	35,000	175,000
	Tourism promotional programmes developed and implemented	Develop and implement tourism promotional programmes	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Professionalize the guiding services in the organization	Guiding function in UWA strengthened	Develop and implement a domestic tourism plan/ strategy enhancement for UWA	20,000	-	-	-	-	-	20,000
		Establish the guiding function and structure	-	30,000	30,000	30,000	30,000	30,000	120,000
Strengthen customer service delivery at UWA service centres	Develop and implement a client's charter	Develop and implement a client's charter	-	10,000	-	-	-	-	10,000
		Recruit, train and certify guides	-	-	-	100,000	30,000	30,000	160,000
	Front desk officers trained and equipped	Train front desk officers in customer service	-	30,000	30,000	30,000	30,000	30,000	120,000
	Implement customer service SOPs	Implement customer service SOPs	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Establish collaborative mechanisms with UNRA and Local Governments to upgrade and maintain tourism roads	Collaborative mechanisms between UWA, UNRA and Local governments established	Conduct meetings to establish collaborative mechanisms between UWA, UNRA and Local	13,000	13,000	-	-	-	-	26,000

		governments								
	Tourism roads to PAs upgraded and regularly maintained		200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Develop and implement a framework to guide private and public investment in protected areas	Guidelines and standards for managing concessions developed and implemented		45,000	15,000	15,000	15,000	15,000	15,000	15,000	105,000
	A framework for Public Private Partnerships (PPP) investments in PAs developed and implemented		45,000	45,000						90,000
				20,000	10,000	10,000	10,000	10,000	10,000	50,000
Formulate and implement a tourism infrastructure development and maintenance plan for UWA managed facilities	Guidelines for developing and managing UWA tourism infrastructure and facilities developed and implemented		30,000							30,000
	UWA tourism infrastructure and facilities such as low cost accommodation, multi-purpose centers developed		800,000	800,000	800,000	800,000	800,000	800,000	800,000	4,000,000
			500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
			-	1,000,000						1,000,000
SUB TOTAL			8,753,000	11,573,000	10,215,000	10,005,000	8,995,000	49,541,000		



CORPORATE GOVERNANCE										
S07: To enhance effective and efficient management of the organisation										
Develop and implement a communication strategy for the organization	Communication strategy developed and implemented									
		Develop the communication strategy	30,000	-	-	-	-	-	-	30,000
		Implement priority actions in the communication strategy	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
		Develop the UWA sports policy	20,000	-	-	-	-	-	-	20,000
		Develop UWA sports facilities	-	500,000	-	-	-	-	-	500,000
Promote sports to enhance UWA's image	UWA Sports policy developed and implemented	Organize the annual wildlife marathons	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
		Register and equip professional sports clubs	150,000	150,000	150,000	150,000	150,000	150,000	150,000	750,000
		Develop and implement CSR guidelines	180,000	180,000	180,000	180,000	180,000	180,000	180,000	900,000
		Review the partnership policy		20,000				-		20,000
Review and implement the partnership policy for the organization	Partnerships policy implemented	Implement the partnership policy	-	-	10,000	10,000	10,000	10,000	10,000	30,000
		Mechanisms for collaboration with stakeholders developed and operationalised	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Develop mechanisms for resource mobilization		Develop project proposals for funding	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
		Risk management plan developed and implemented	90,000	10,000	10,000	10,000	10,000	10,000	10,000	130,000
Secure UWA properties outside PAs and	An inventory of UWA properties conducted and reviewed	Update the inventory of								

resolve all land claims	annually	UWA properties	42,000	10,000	10,000	10,000	10,000	82,000
	All UWA properties surveyed and titled	Survey and title all UWA properties	300,000	300,000	300,000	300,000	300,000	1,500,000
	All claims over UWA properties resolved	Resolve all claims over UWA properties outside PAs	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Develop and implement regulations for operationalizing the Uganda Wildlife Act	Regulations as provided for under the wildlife act developed	Develop priority regulations as required under the wildlife act	100,000	100,000	100,000			300,000
	PA GMPs developed and reviewed	Develop and review PA GMPs	150,000	150,000	150,000	150,000	150,000	750,000
	Strategic plan evaluated at mid and the end of the plan period	Conduct mid and end term evaluation of the strategic plan	-	-	100,000	-	100,000	200,000
Review and update existing Policies, Plans, Regulations and guidelines	Policies, plans, Regulations, guidelines, and procedures reviewed and Implemented	Develop a new strategic plan	150,000	150,000	150,000	150,000	150,000	750,000
	A new Strategic plan developed	Develop policies, plans, guidelines and procedures	-	-	-	-	100,000	100,000
	Policies, plans, guidelines and procedures developed	Publicize policies, plans, regulations, guidelines and procedures	30,000	30,000	30,000	30,000	30,000	150,000
Strengthen revenue and expenditure management and accountability	Policies, Plans, Regulations, guidelines and procedures publicized	Review and Implement Policies, plans, Regulations, guidelines, and procedures	30,000	30,000	30,000	30,000	30,000	150,000
	Financial procedures manual reviewed and implemented	Review the financial procedures manual	30,000					30,000
	Strengthened revenue and expenditure management and accountability	Develop and implement a new booking and financial system	1,000,000	1,000,000	500,000	500,000	500,000	3,500,000
		Monitor Revenue(Appropriation						

		In Aid (AIA), Government Subvention and Donor Grants) collections and reporting	50,000	50,000	50,000	50,000	50,000	50,000	250,000
		Support the Audit process for the Financial and physical performance	50,000	50,000	50,000	50,000	50,000	50,000	250,000
		Undertake Budget Framework Paper (BFP), Ministerial Policy Statement (MPS) preparation and budget monitoring	150,000	150,000	150,000	150,000	150,000	150,000	750,000
		Undertake performance monitoring and reporting	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Strengthen stakeholder engagement		Develop and implement a stakeholder engagement plan	150,000	150,000	150,000	150,000	150,000	150,000	750,000
		Carry out stakeholder mapping		100,000					100,000
Strengthen decision making function		BoT performance enhanced	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
		Management performance enhanced	150,000	150,000	150,000	150,000	150,000	150,000	750,000
		An Organisational data portal developed and operationalised	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
		SOPs for UWA implemented		20,000	10,000	10,000	10,000	10,000	50,000
SUB TOTAL			5,962,000	6,410,000	5,390,000	5,190,000	5,390,000	5,390,000	28,342,000
									-
TOTAL			132,890,190	141,345,190	141,107,190	145,404,190	138,327,190		733,073,950

## Appendix 2

# RESULTS FRAMEWORK

Outcome level Results Framework

Goal/Objective	Outcome	Indicators	Targets						
			Baseline	2020/21	2021/22	2022/23	2023/24	2024/25	
			Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Goal									
Sustainably conserve Uganda's wildlife resources									
Strategic Objectives									
1. To improve and maintain the ecological integrity of protected areas	Improved ecological integrity of the protected areas	Proportion of PA land effectively managed	No data available						
2. To protect wildlife resources in the country	Wildlife resources in the country protected	Incidence of poaching							
		Incidence of wildlife crimes							
3. To enhance community participation in management of wildlife and their habitats	Enhanced community benefits and appreciation of conservation	Human wildlife conflict incidences							
4. To generate scientific and management oriented information for wildlife management	Science based management decisions	Percentage change in animal populations							
5. To strengthen human resource and infrastructure capacity of UWA	Strengthened human resource and infrastructure capacity of UWA	Staff turnover rate by gender							
6. To generate revenues for conservation and sustainable utilisation of wildlife	Increased revenues for wildlife conservation	Percentage change in visitor numbers	-23%	-59%	20%	25%	25%	25%	25%
		Percentage change in revenue generated	-11%	-72%	20%	25%	25%	25%	25%
7. To enhance effective and efficient management of the organisation	Enhanced effective and efficient management of the institution	Variation between planned activities and realised targets	No data available	75%	75%	75%	75%	75%	75%
		Percentage of Board and TMM resolutions implemented	No data available	80%	80%	80%	80%	80%	80%

## Output level Results Framework

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
<b>ECOSYSTEM MANAGEMENT</b>								
<b>SO1: To improve and maintain the ecological integrity of protected areas</b>								
Develop and implement an invasive plant species eradication management strategy	Invasive species eradication management strategy developed and implemented	A revised invasive species management strategy in place	A draft strategy in place	Revised strategy in place				
	A special invasive species elimination project designed, funded and implemented in QENP, LMNP, KTWIR, TSWR and KVNP	An invasive elimination project design in place	None		QENP, LMNP, KTWIR, TSWR and KVNP			
	Invasive and exotic species in PAs eradicated	Invasive and exotics species inventory report and map Area of invasive and exotic species cleared	Some areas in QENP, LMCA, KVCA, TSWR, KTWIR	All PAs	All PAs	All PAs	All PAs	All PAs
	Appropriate equipment to manage invasive species procured	Number and type of equipment in place	No equipment specific for invasive management		Appropriate machinery and equipment at each CA			
Develop and strengthen capacity within the institution to manage invasive and exotics	Staff capacity to manage invasive species and exotics species built (monitoring, analysis, measurement, etc.)	Number of staff trained in Invasive and exotic plant management	No staff trained			M&R staff in target PAs		
	External technical and financial support to manage invasive and exotic species secured	Amount of money secured for plant management Number of funded proposals Number of MoUs signed with institutions in management of invasive and exotic plants	One MoU with NARO					
	Evaluation of the success of invasive species removal conducted	Number of PAs evaluated	None	One evaluation exercise				
	Innovative mechanisms for adding value to invasive plants explored	Number of products generated	None		All PAs	All PAs	All PAs	All PAs
Develop and implement site specific restoration plans	Site specific restorations plans developed and implemented	Number of restoration plans in place	Three restoration plans for MENP, SNP and KNP	All target PAs	All target PAs	All target PAs		

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Eradicate encroachment in all PAs	Degraded areas restored in all PAs	Number of the sites restored according to the restoration plans Area restored (ha)	Areas in KNP and MENP	All assessed sites in each PA	All assessed sites in each PA	All assessed sites in each PA	All assessed sites in each PA	All assessed sites in each PA
	All PA boundaries clearly marked and maintained	Number of km marked	Over 400 pillars planted annually					
		Number of km maintained	Over 600km maintained annually					
		Length of boundary maintained						
	All encroachers evicted from the PAs	Number of PAs with no encroachment Total area repossessed from encroachment	PAs with no encroachment: BINP, MGNP, KNP, RMNP, Katonga WR, TSWR, SNP, Karuma.	All affected PAs				
Review, update and implement PA fire management plans	All land claims in PAs resolved	Number of resolved land claims						
	All existing fire management plans reviewed and updated	Number of fire management plans reviewed	KVNP fire management plan reviewed.					
	Fire management plans developed and implemented for all PAs	Number of fire management plans implemented	LMNP, KVNP, BINP, MGNP, KNP, MFNP, TSWR, QENP, RMNP		3 (QENP, MFNP, TSWR)			
Develop and implement species re-introduction plan	Species re-introduction plan developed	Species re-introduction plan in place	No plan	1 plan				
	Extinct populations of key wildlife species (rhinos, Beisa oryx, white-eared kob) re-introduced in PAs	Number of species re-introduced	None	1 (Kob)		1 (Rhinos)		
	Injured and orphaned key wild animals rescued and managed	Number of animals rescued and managed						
Conduct habitat suitability assessment and establish carrying capacities of PAs for key wildlife	Habitat suitability assessment conducted							
	Wildlife surveys conducted	Number of assessments conducted	One assessment for Rhino	1 assessment				

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Develop and implement species specific management plans for critically endangered, vulnerable and rare species	Carrying capacities of PAs for key wildlife species established	Number of PAs with suitable habitats Number of survey reports in place Number of PAs assessed	introduction in Ajai, MFNP and LAMP					
	National Protected Areas Assessment report (2018) recommendations implemented	Number of newly gazetted areas	None	10 National parks, 12 wildlife reserves				
	Critically/ endangered/ vulnerable/rare species-specific management plans for chimpanzees, gorillas, pangolins, lions and cheetahs developed and implemented	Number of plans in place	Elephant, Carnival and Giraffe Action plans, Rhino Management strategy	At least three critically endangered species plans				
	Resources to implement species management plans mobilised	Number of plans implemented Amount of funds secured for species management Number of funded proposals	Funds from GCF, Uganda Carnivore program, UCF	One funded proposal per yr	One funded proposal per yr	One funded proposal per yr	One funded proposal per yr	One funded proposal per yr
Strengthen transboundary collaboration for management of migratory species	Trans-boundary collaborative mechanisms established (MoUs, Treaties signed and ratified)	Number of collaborative mechanisms established Number of migratory species protected	GVTC Treaty	Signed treaties with Kenya, and South Sudan				
		Number of cross border patrols conducted						
		Number of staff vaccinated	None	All field based staff				
Implement mechanisms that will ensure control of cross transmission of diseases between humans, livestock and wildlife.	Routine staff vaccinations against zoonotic diseases conducted	Number of domestic animals vaccinated around the protected areas	None	All Pas conducting vaccination of domestic animals				
	Routine domestic animal vaccinations conducted around PAs by MAALF in collaboration with UWA		None					
	Suitable staff gear for disease prevention procured and used	Number and type of protection equipment	None	All Pas				
Strengthen the organization's capacity to respond to disease outbreaks and management of wildlife health	A Wildlife Health management strategy developed and implemented	Strategy document in place	None		1 Strategy document			



Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Monitor and enforce compliance with legal requirements	Veterinary diagnostic laboratories established and operationalized in three conservation Areas (QECA, MFCA, KVCA)	Functional laboratories	BSL I laboratory in MFNP		BSL II laboratory at Mweya		BSL I laboratory at MFNP, KVNP.	
	Laboratory safety and biosecurity plans and manuals developed and operationalized	Documents in place		1. Laboratory quality management manual 2. Standard Operating Procedures for diagnostic assays 3. ISO standard manuals	1. Biosafety and Biosecurity management plan 2. Biological Risk Assessment and Risk Management plan			
	Staff capacity in disease surveillance, epidemiological case investigations, diagnostics, and outbreak management developed	Number of staff trained per PA		3 lab technicians trained	3 lab technicians trained			
	Disease surveillance and outbreak management manual developed and implemented	Approved manual in place	None	Disease surveillance manual in place				
		Investigation reports in place Number of disease outbreaks managed	Periodic disease surveillance planned for quarterly	4 quarterly reports produced	4 quarterly reports produced	4 quarterly reports produced	4 quarterly reports produced	4 quarterly reports produced
	ESIA conducted for UWA developments	Number of developments with approved ESIA	EIA reports	EIA reports for all developments	EIA reports for all developments	EIA reports for all developments	EIA reports for all developments	EIA reports for all developments
	Compliance Monitoring tools developed and operationalized	Number of tools developed and operationalised	Three sensitivity atlases, two guidelines, two economic valuation reports	3 (Sensitivity atlases, checklists, guidelines total economic valuation)	3 (Sensitivity atlases, checklists, guidelines total economic valuation)	3 (Sensitivity atlases, checklists, guidelines total economic valuation)	3 (Sensitivity atlases, checklists, guidelines total economic valuation)	3 (Sensitivity atlases, checklists, guidelines total economic valuation)
		Number of projects monitored	Oil, hydro power, mining, roads, geo thermal	5(Oil, hydro power, mining, roads, geo thermal)	5(Oil, hydro power, mining, roads, geo thermal)	5(Oil, hydro power, mining, roads, geo thermal)	5(Oil, hydro power, mining, roads, geo thermal)	5(Oil, hydro power, mining, roads, geo thermal)
	Routine compliance monitoring of developments inside PAs	Number of monitoring reports produced						

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	undertaken	Number of developments monitored						
	Long term monitoring of impacts of development and extractive activities inside protected areas undertaken	Number of monitoring studies/assessments						
	Waste management guidelines developed and implemented		None	Waste management guidelines in place				
		Number and type of tools procured						
Implement Climate Change Mitigation and adaptation measures	Organisational Climate change mitigation and adaptation plan developed	Climate change mitigation plan in place	None		Climate change mitigation plan			
	Key climate change mitigation infrastructure and facilities in PAs established	Number of climate proof infrastructure and facilities	None	All Pas	All Pas	All Pas	All Pas	All Pas
	Key climate change adaptation infrastructure and facilities in PAs established	Number of climate proof infrastructure and facilities						
	Information on Climate change generated and disseminated	Number of PAs with Climate change information						
Monitor and disseminate information on impacts of climate change	Collaboration with relevant climate change stakeholders established	Number of joint activities implemented No of MoUs signed with stakeholders						
	Disaster risk reduction plan developed and implemented	Approved plan in place	None				Disaster risk reduction plan	
Develop and implement disaster risk reduction plan	CA Rapid disaster response unit established and operationalised	Number of CAs with response units Number and type of equipment procured						
	CA emergency/ safety and rescue guidelines developed and implemented	Number of guidelines in place						
Explore and establish ecosystem connectivity	Land for viable wildlife corridors acquired	Number and location of surveys conducted						
		Number and size of wildlife corridors acquired						

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	Land use plans for viable wildlife corridors developed and implemented	Number of land use plans developed and approved						
<b>WILDLIFE RESOURCE PROTECTION</b>								
<b>S02: To protect wildlife resources in the country</b>								
Strengthen law enforcement operations in UWA	Joint operational command centres established at HQ and at each conservation area	Number of command centres established	Two centres in MFNP and QENP	2		2	2	2
		Number and type of equipment procured						
	Planned Law enforcement equipment and other logistics procured	Number and type of equipment and logistics in place	Canine Unit, Assorted weapons, drone, 8 law enforcement vehicles, 2 marine boat, communication equipment, aircraft.	All planned equipment and logistics	All planned equipment and logistics	All planned equipment and logistics	All planned equipment and logistics	All planned equipment and logistics
	Resource protection related smart technologies and software procured and deployed	Number and types procured and in use	Semantica Intel software, forest watcher app, SMART,			Drones, Phones, satellite surveillance systems, intelligence based software's		
		Number of staff trained						
Strengthen coordination and collaboration with other law enforcement agencies	Illegal harvesting of resources from PAs and poaching eliminated	Number of patrols, Number of arrests, Number of successful prosecutions						
	Coordination mechanisms with other agencies developed and implemented (MoUs, Agreements)	Collaborative arrangements in place	MoU with URA and UNODC	UPDF, POLICE, Judiciary, URA, ODPP, ISO, Prisons				
	Coordination mechanisms with relevant agencies (including judiciary) and neighbouring	National Task force in place Collaborative arrangements in place	None	National Task force created				

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	countries developed							
	Intelligence and investigation systems developed and implemented	Number of systems in place	None	2 systems in place	2 systems in place	2 systems in place	2 systems in place	2 systems in place
	Staff skills in Prosecution, intelligence, investigations including forensics and detection enhanced.	Number of staff trained and equipped						
	International conventions and Regional treaties related to wildlife trafficking implemented	Number of international treaties implemented Mechanisms for engaging stakeholders in place	None	2 treaties(CITES, Lusaka agreement)	2 treaties(CITES, Lusaka agreement)	2 treaties(CITES, Lusaka agreement)	2 treaties(CITES, Lusaka agreement)	2 treaties(CITES, Lusaka agreement)
Implement a national action plan for combating illegal wildlife trade.	National action plan for combating illegal wildlife trade implemented	Number of planned interventions implemented by different agencies	None	National action plan				
Develop and implement a management plan for wildlife outside PAs	Management plan for wildlife outside PAs developed	Approved management plan in place	None	Approved management plan				
	Priority activities in the Management Plan implemented	Number of priority activities						
	Additional proposed wildlife management stations established outside PAs	Number of new wildlife centres established	Four wildlife centres (Kakuuto-Rakai, Kyankwanzi, Nakaseke and Kagadi)			4 wildlife centres (Karenga, Kalangala, Amdat)		
	Poaching and human wildlife conflicts outside PAs contained	Number of poaching incidences handled Number of Human wildlife conflicts cases responded to Number of patrols conducted		All reported cases timely responded to	All reported cases timely responded to	All reported cases timely responded to	All reported cases timely responded to	All reported cases timely responded to
COMMUNITY CONSERVATION								
SO3: To enhance community benefits and appreciation of conservation								
Develop and implement conservation education and awareness plan	Education and awareness plan for UWA developed	Education and awareness plan in place	None			Education and awareness plan		
	Priority activities in the Education	No. of education and awareness	Regional	national	national	national	national	national

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Collaborate with Local Governments to develop and implement land use plans around PAs	and awareness plan implemented	campaigns conducted	campaigns	awareness campaigns conducted	awareness campaigns conducted	awareness campaigns conducted	awareness campaigns conducted	awareness campaigns conducted
	Partnerships with relevant stakeholders such as wildlife clubs of Uganda developed and implemented	Number of MOUs and agreements established	40 MOUs and agreements		At least 10 MOUs and agreements	At least 10 MOUs and agreements	At least 10 MOUs and agreements	At least 10 MOUs and agreements
	Implementation of the National Education and Awareness Plan in partnership with Uganda Wildlife Conservation Education Centre (UWEC) supported	Number of education and awareness campaigns	None		All interventions in the plan			
	Mechanisms for collaboration with LGs for land use planning established	No. of collaborative arrangements in place	None	At least 3 collaborative arrangements established				
Implement the national human wildlife conflict management strategy	In collaboration with DLGs, land use plans for areas with significant wildlife populations are developed and approved	No. of land use plans approved	Two sub county plans Karenga area,			Land use plans around at least 3 PAs approved		
	DLGs supported to implement land use plans	No. of LUPs implemented	None	2 LUPs	2 LUPs	2 LUPs	5 LUPs	5 LUPs
	Priority interventions in the Problem animal management strategy (PAM) mainly electric fencing, and trenches in each PA implemented	Length of electric fence constructed and maintained Length of elephant trenches excavated and maintained Length of mauritius thorn fence planted and maintained Length of bufalalo wall constructed and maintained	Electric fence (20km) constructed Trenches (20km)					
	Problem animal management equipment for all CAs procured	Number and type of equipment procured						
Strengthen capacity to implement problem animal management interventions	Regulations to manage wildlife sanctuaries developed	Regulations in place	None					
	Staff and community skills in problem animal management strengthened	Number of staff trained Number and location of community groups trained	54 staff Scouts,HUGO, Wildlife associations	At least 30 staff annually At least one group per PA annually	At least 30 staff annually At least one group per PA annually	At least 30 staff annually At least one group per PA annually	At least 30 staff annually At least one group per PA annually	At least 30 staff annually At least one group per PA annually

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Monitor losses and assess impacts of human wildlife conflicts	Capacity of LGs to manage vermin strengthened	Number of LG staff trained in vermin management Number and type of equipment procured	14 district vermin officers					
	Guidelines for operations of Wildlife scouts developed	Guidelines in place	None		Guidelines in place			
	Operations of wildlife scouts around PAs supported	Number of operations supported Number of PAs with scouts	Scouts in Kidepo and Murchison					
	National Data base on human wildlife conflict incidences and magnitude established	Updated National data base in place	None			1 national data base		
Operationalize the wildlife compensation scheme	Data on human wildlife conflict analysed and used for decision making	Number of analysis reports produced	Monthly reports	Annual analysis reports	Annual analysis reports	Annual analysis reports	Annual analysis reports	Annual analysis reports
	Regulations on compensation developed	Regulations in place	None	Regulations				
	Regulations on compensation operationalized	Number of compensations effected Number of assessments conducted	None	All the assessed and verified				
	Benefit sharing schemes evaluated and recommendations implemented	Number of evaluation report in place						
Review and strengthen the revenue sharing program and other benefit schemes	Revenue sharing regulations developed, disseminated and implemented	Number of recommendations implemented Regulations in place						
	Regulations on wildlife use rights developed	Regulations in use						
	Capacity of the Private Sector in wildlife utilization strengthened	Number of schemes supported						
	Wildlife use schemes promoted (class B (Farming) and C (Ranching))	Number of new schemes licenced						
Develop and implement sustainable wildlife utilization schemes	Standards for selected wildlife based enterprises developed and implemented	Standards in place	Class A, B, C and E	Approved Standards document				
	Incentives for promoting wildlife-	Number of incentives in place	None	At least 2 new enterprises per	At least 2 new enterprises per	At least 2 new enterprises per	At least 2 new enterprises per	At least 2 new enterprises per
Promote wildlife-based enterprises								

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	based enterprises in place			year	year	year	year	year
	Community Conservation livelihoods program implemented	Number and type of programs in place	None					
	Community Conservation livelihoods program evaluated	Evaluation reports in place	None	Evaluation reports	Evaluation reports	Evaluation reports	Evaluation reports	Evaluation reports
Strengthen Local Government and other structures for conservation	Operational community wildlife committees in place	Number of LGs with wildlife committees	None	All LGs around PAS				
	Assessments and verifications for compensation conducted	Number and location of verifications and assessments conducted						
	Coordination mechanisms with Local governments established and implemented	Coordination mechanisms in place						
ECOLOGICAL MONITORING AND RESEARCH								
SO4: To generate scientific and management oriented information for wildlife management								
Promote research that guide management decisions	Organisational research priorities identified	Approved priority research list	None		Consolidated list from all PAS			
	Research oriented management decisions undertaken	Number of research studies undertaken Number of staff supported to undertake research	None		All identified research priority areas			
	Research findings disseminated	Number of research symposia held	None	3	3	3	3	3
	Research recommendation Implemented	Research outcome interventions implemented	None					
	UWRTI supported to establish and operationalise field research stations especially in savannah PAS	Number of field stations established	None	All savannah PAS				
Establish and operationalize a research fund	Policy document establishing Research fund developed	Research fund established	None	Research fund				
	Research fund operationalised	Funds available to undertake research Number of research projects undertaken	None					

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Establish total economic value of PAs (at least 3 PAs: LMNP, MENP, QENP)	Collaborative arrangements with research institutions established	Number, type and location of collaborative arrangements established	MUK-MUBFS, MUK-COVAB, MUST-ITFC, Sebitoli chimp project		4(UWRTI, MUBFS, ITFC, Universities)			
	Total Economic value of PAs established	Number of PAs whose Economic value is documented	2 PAs(MFNP and SNP)			At least 3 PAs(MENP, Pian-Upe, RMNP)		
	Information of PA economic value disseminated	Number of disseminations conducted	None					
		Number and location of economic value studies conducted						
Review the existing and develop new monitoring systems and tools such as drones	Existing monitoring systems, equipment and tools reviewed	Updated monitoring systems and tools in place	SMART, weather stations, Ranger Based Monitoring system, camera traps in KNP and BINP, Drone in BINP, Forest Watcher App in KNP	All existing tools and systems				
	New monitoring systems such as community data collection system, equipment and tools developed and applied	Number and type of new systems and tools in place	None					
	Use and application of monitoring systems, equipment and tools strengthened	Technical reports produced	Weather reports from RMNP, Annual SMART reports					
	Staff capacity to apply new tools, equipment and systems developed	Number of staff trained	None	EMER staff				
	New survey technologies of wildlife adopted	Number and type of new technologies in place New technologies in wildlife surveys adopted	None		At least 2 new technologies			



Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Promote regular surveys of key wildlife species including biodiversity assessments	A wildlife Survey plan developed and implemented	Approved Plan in place	None		1 plan for the organization			
	Animal population estimates for key species in the country established	Number of survey reports in place	Survey reports for various PAs		All protected and concession areas			
	Biodiversity assessment conducted in PA	Number of PAs biodiversity reports produced						
		Number of PAs biodiversity reports published	Biodiversity study in Dura and MFPA			At least 4 PA		
	Information on wildlife surveys disseminated	Number of Reports disseminated in place	State of wildlife resources report 2018	1 State of wildlife resources report	1 State of wildlife resources report	1 State of wildlife resources report	1 State of wildlife resources report	1 State of wildlife resources report
Strengthen internal capacity to undertake genetic analysis	Studies for Non Detrimental Findings (NDF) of target species undertaken	Number of NDFs undertaken	Sitatunga and reptiles		1 Leopard NDF study			
	Vegetation monitoring indicators developed and applied in PAs and selected wildlife habitats outside PAs	Number of monitoring indicators developed and applied	Eco-toxicological study for Dura limestone mining in QENP,	All projects inside PAs	All projects inside PAs	All projects inside PAs	All projects inside PAs	All projects inside PAs
	Staff capacity to carryout genetic analysis developed	Number of staff trained	None		Technical staff (Lab, Vets and Researchers)		Technical staff (Lab, Vets and Researchers)	
CAPACITY DEVELOPMENT	Appropriate tools, equipment and supplies acquired	Number and type of tools, equipment and supplies in place	None		All Labs			
S05: To strengthen human resource and infrastructure capacity of UWA								
Establish and enhance appropriate and effective human capital for the organization	Recruitment and placement plan developed and implemented	Approved recruitment and replacement plan in place	Approved recruitment and replacement plan for the last five years					
		Number of staff recruited	2332 staff	2,449	2,693	2,963	3,259	3,585

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Regularly implement strategies to maintain/retain a motivated and healthy workforce	Training plan developed and implemented	Approved training plan in place		5 Year training plan in place				
		Number of staff trained Number of refresher trainings conducted						
	UWA training facility established	Training facility in place	None		Training facility in place			
	Induction and orientation procedures and guidelines developed and implemented	Number of newly recruited staff inducted as per the guidelines	Induction policy in the HR manual	All new staff duly inducted	All new staff duly inducted	All new staff duly inducted	All new staff duly inducted	All new staff duly inducted
	Staff welfare and motivation schemes enhanced	Number of schemes in place and in use	Staff medical, Insurance, car loan, SACCO and staff performance rewards	Staff medical, Insurance, car loan, SACCO and staff performance rewards	Staff medical, Insurance, car loan, SACCO and staff performance rewards	Staff medical, Insurance, car loan, SACCO and staff performance rewards	Staff medical, Insurance, car loan, SACCO and staff performance rewards	Staff medical, Insurance, car loan, SACCO and staff performance rewards
Strengthen staff performance management in the organization	Occupational health and safety policy implemented	Number of dissemination/ sensitization workshops held	Sensitization meetings in all PAs	Sensitization meetings in all PAs	Sensitization meetings in all PAs	Sensitization meetings in all PAs	Sensitization meetings in all PAs	Sensitization meetings in all PAs
		Number and type of health and safety equipment in place						
	Paramilitary code of conduct for Armed staff developed and implemented	Paramilitary Code of Conduct in place						
	Staff Performance Management capacity enhanced	Number of awareness/ sensitization workshops held	None					
		Number of staff trained in Performance management	Four trainings conducted		All staff in supervisory positions			All staff in supervisory positions
Develop and implement equipment acquisition and replacement plan	Performance reward guidelines developed and implemented	Performance reward guidelines in place	Performance reward policy in the HR manual				Performance reward guidelines in place	
	Human resource manual reviewed	Revised Human resource manual in place	HR manual 2017					
	Equipment acquisition and replacement plan developed	Approved plan in place			Replacement plan in place			

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Formulate and implement an infrastructure development and maintenance plan	Equipment acquisition and replacement plan implemented	Number and type of equipment procured	Assorted equipment in place	Assorted equipment in place	Assorted equipment in place	Assorted equipment in place	Assorted equipment in place	Assorted equipment in place
	Equipment maintenance plan developed and implemented	Number of equipment maintained and in use	Routine maintenance of equipment	Routine maintenance of equipment	Routine maintenance of equipment	Routine maintenance of equipment	Routine maintenance of equipment	Routine maintenance of equipment
		Number of maintenance reports produced						
	Infrastructure development and maintenance plan developed	Approved plan in place			Approved plan in place			
		Number of site visit reports produced						
TOURISM AND BUSINESS MANAGEMENT	Infrastructure development and maintenance plan implemented	Number of infrastructure maintenance reports in place	Status reports from all infrastructure developments	Status reports from all infrastructure developments	Status reports from all infrastructure developments	Status reports from all infrastructure developments	Status reports from all infrastructure developments	Status reports from all infrastructure developments
	An analysis on the effectiveness of the construction unit undertaken recommendations implemented	Analysis report in place						
	All PA road and tracks properly maintained	Length of PA roads and tracks maintained	All roads and tracks in PAs	All roads and tracks in PAs	All roads and tracks in PAs	All roads and tracks in PAs	All roads and tracks in PAs	All roads and tracks in PAs
S06: To generate revenues for conservation and sustainable utilisation of wildlife								
Develop and implement business investment plan for UWA	Business and Investment plan developed	Approved plan in place	None	Plan in place				
	Business investments implemented	Business investments implemented	None			Prioritized investments in place	Prioritized investments in place	Prioritized investments in place
	Undeveloped UWA land outside PAs developed	Number and location of plots developed	Kanjokya plot,		Mbarara-Kakoba, Kotido, Kampala Industrial area, and Kempungu	Mbarara-Kakoba, Kotido, Kampala Industrial area, and Kempungu	Mbarara-Kakoba, Kotido, Kampala Industrial area, and Kempungu	Mbarara-Kakoba, Kotido, Kampala Industrial area, and Kempungu
	Guidelines for managing facilities developed	Guidelines in place	None	Standard facilities in all				

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Strengthen operations and management of UWA facilities and concessions				PAs				
	Automated monitoring system for concessions and UWA performance developed and implemented	Concessions Monitoring system in place	None	All concessions, all UWA facilities				
	Existing concession agreements reviewed and updated	Number and location of agreements reviewed	39	All agreements	All agreements	All agreements	All agreements	All agreements
	New concessions investment opportunities developed based on the GMPs	Number of new investment opportunities identified	8	At least 5 new concessions		At least 5 new concessions		At least 5 new concessions
Develop new and improve existing products		Number of new concessions developed						
	New priority tourism products developed	Number of feasibility studies conducted	Night game drives, Lion experiential tourism, Gorilla and Chimp habituation experience, Cycling in LMNP	5 new products (canopy walk, zip lines etc.)	5 new products (canopy walk, zip lines etc.)			
	Existing tourism products audited and improved	Number of products audited	All Products on the Tariff	At least five key products improved	At least five key products improved	At least five key products improved	At least five key products improved	At least five key products improved
	Staff capacity in interpretive guiding and customer service strengthened	Number of staff trained by gender	80 staff	All tourism staff	All tourism staff	All tourism staff	All tourism staff	All tourism staff
Strengthen domestic and international marketing of tourism products	Research on customer satisfaction conducted	Number of surveys conducted and reports produced	Tools developed	4 survey reports per year	5 survey reports per year	6 survey reports per year	7 survey reports per year	8 survey reports per year
	Fully-fledged customer service centres established and operational at UWA hqs, Sheraton and in QENP, RMNP, MFNP, KNP and BINP	Customer service centre in place	None		3 Customer service centres	2 Customer service centres	2 Customer service centres	2 Customer service centres
	Branding plan reviewed	Revised plan in place	Branding plan 2011			Revised branding plan. Patent all UWA brands.		

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	Tourism stakeholders engaged in destination marketing	Number of stakeholder engagements held	UTB	Key stakeholders (UTB, AUTO, UTA, FUTU, USAGA)	Key stakeholders (UTB, AUTO, UTA, FUTU, USAGA)	Key stakeholders (UTB, AUTO, UTA, FUTU, USAGA)	Key stakeholders (UTB, AUTO, UTA, FUTU, USAGA)	Key stakeholders (UTB, AUTO, UTA, FUTU, USAGA)
	Market research systems developed and implemented	Market research systems in place and use	None	Visitor database Visitor feedback mechanism				
	Tourism promotional programmes developed and implemented	Number of promotional programs implemented Number of visitors to the national parks	255,711 visitors in 2019/20	103,812	134,956	175,442	228,075	296,497
Professionalize the guiding services in the organization	Guiding function in UWA strengthened	Guiding function and structure in place	None					
		Number of specialized guides recruited and trained by gender		100 professional guides	100 professional guides	100 professional guides	100 professional guides	100 professional guides
	Develop and implement a client's charter	Client charter in place	None					
Strengthen customer service delivery at UWA service centres	Front desk officers trained and equipped	Number of staff trained by gender	None			All front desk officers	All front desk officers	All front desk officers
	Implement customer service SOPs		None			Approved SOPs		
	Collaborative mechanisms between UWA, UNRA and Local governments established	Collaborative arrangements in place	One MoU in KNP with Kamwenge District	Around all PAs	Around all PAs	Around all PAs	Around all PAs	Around all PAs
Develop and implement a framework to guide private and public investment in protected areas	Tourism roads to PAs upgraded and regularly maintained	Number of roads upgraded and maintained	Kyenjojo-Hoima, Masidi-Paraa, Fortportal-Kamwenge	At least 7 roads	At least 7 roads	At least 7 roads	At least 7 roads	At least 7 roads
	Guidelines and standards for managing concessions developed and implemented	Approved guidelines in place	None	Concessions guidelines and operations manual				
	A framework for Public Private Partnerships (PPP) investments in PAs developed and implemented	PPP framework in place Number of reserves under PPP	None	Selected Wildlife Reserves (BUWR, MBWR)	Selected Wildlife Reserves (BUWR, MBWR)			

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
Formulate and implement a tourism infrastructure development and maintenance plan for UWA managed facilities		Approved guidelines in place						
	Guidelines for developing and managing UWA tourism infrastructure and facilities developed and implemented	Number of tourism accommodation facilities developed		140 budget beds in all CAs	140 budget beds in all CA	140 budget beds in all CA	140 budget beds in all CA	140 budget beds in all CA
	UWA tourism infrastructure and facilities such as low cost accommodation, multi-purpose centers developed	Number of tourism infrastructure developed		All PA camping grounds, bridges, boardwalks etc	All PA camping grounds, bridges, boardwalks etc	All PA camping grounds, bridges, boardwalks etc	All PA camping grounds, bridges, boardwalks etc	All PA camping grounds, bridges, boardwalks etc
		Length of board walks, trails and bridges constructed		2,000	2,000	2,000	2,000	2,000
		Location and length of canopy walk constructed						
	CORPORATE GOVERNANCE							
	S07: To enhance effective and efficient management of the organisation							
	Develop and implement a communication strategy for the organization	Communication strategy developed and implemented	None	Communication strategy				
Promote sports to enhance UWA's image		Number of disseminations conducted						
	UWA Sports policy developed and implemented	Policy in place	None					
	UWA Sports facilities developed	Number of sports facilities developed	None		5 sports facilities (1 in Kampala and 4 in CAs)			
	Annual wildlife marathon(s) organized	Annual wildlife marathon organized	1 marathon annually	1 marathon annually	1 marathon annually	1 marathon annually	1 marathon annually	1 marathon annually
Promote CSR in the organization	Professional sports club in place	Number of trophies obtained						
	CSR guidelines developed and implemented	Guidelines in place and use Number of CSR activities conducted						
	Partnerships policy reviewed	Number of MOUs and agreements	Agreements with WCS	At least 5 agreements with development partners	At least 5 agreements with development partners	At least 5 agreements with development partners	At least 5 agreements with development partners	At least 5 agreements with development partners
Review and implement the partnership policy for the organization								

Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	Partnerships policy implemented	Number of agreements in place	CEDP, IFPA-CD	At least 5 proposals	At least 5 proposals	At least 5 proposals	At least 5 proposals	At least 5 proposals
Develop mechanisms for resource mobilization	Mechanisms for collaboration with stakeholders developed and operationalised	Number of projects developed and funded						
Implement the UWA risk management policy	Risk management plan developed and implemented	Risk management plan in place						
Secure UWA properties outside PAs and resolve all land claims	An inventory of UWA properties conducted and reviewed annually	Number of new properties identified An updated inventory in place	An inventory of existing UWA properties in place	All UWA properties identified				
	All UWA properties surveyed and titled	Number of properties titled	Five land titles secured	All properties	All properties	All properties	All properties	All properties
	All claims over UWA properties resolved	Number of claims resolved	4 claims	All claims	All claims	All claims	All claims	All claims
Develop and implement regulations for operationalizing the Uganda Wildlife Act	Regulations as provided for under the wildlife act developed	Number of regulations developed	Fire arms regulations, PA regulations					
	PA GMPs developed and reviewed	Number of GMPs developed and reviewed	TSWR, SNP, MENP, AWR	2(QENP, KVNP)		2(BINP, MGNP)		2(LMNP, KNP)
Review and update existing Policies, Plans, Regulations and guidelines	Strategic plan evaluated at mid and the end of the plan period	Evaluation reports in place				Mid-term evaluation report		
	Policies, plans, Regulations, guidelines, and procedures reviewed and implemented	Implementation reports in place		Annual performance reports	Annual performance reports	Annual performance reports	Annual performance reports	Annual performance reports
	A new Strategic plan developed	A new strategic plan in place	Previous Plan ( 2020/2025)					Draft SP for 2025-2030
	Policies, plans, guidelines and procedures developed	Revised plans, policies, guidelines and procedures in place	Existing plans, policies, guidelines and procedures	Annual performance reports	Annual performance reports	Annual performance reports	Annual performance reports	Annual performance reports
	Policies, Plans, Regulations, guidelines and procedures publicized	Revised manual in place	Procedures manual		Revised manual			
Strengthen revenue and expenditure management and	Financial procedures manual	Number and type of internal		IFMS-Microsoft	IFMS-Microsoft	IFMS-Microsoft	IFMS-Microsoft	IFMS-Microsoft

Strategic Interventions		Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
accountability		reviewed and implemented	financial controls in place		Dynamics	Dynamics	Dynamics	Dynamics	Dynamics
		Revenue, expenditure management and accountability systems strengthened	Number of revenue and expenditure monitoring measures introduced and monitored		Routine monitoring of revenue and expenditure tendencies Quarterly and annual financial reports	Routine monitoring of revenue and expenditure tendencies Quarterly and annual financial reports	Routine monitoring of revenue and expenditure tendencies Quarterly and annual financial reports	Routine monitoring of revenue and expenditure tendencies Quarterly and annual financial reports	Routine monitoring of revenue and expenditure tendencies Quarterly and annual financial reports
			Number of audits conducted and reports produced		Quarterly audits conducted and reports produced	Quarterly audits conducted and reports produced	Quarterly audits conducted and reports produced	Quarterly audits conducted and reports produced	Quarterly audits conducted and reports produced
Preparation of Financial Reports			Draft accounts by 31 July and Draft Accrual Accounts by 30th August. Draft Donor/Grants Financial reports prepared according to specific donor requirements.		All Financial reports generated and submitted	All Financial reports generated and submitted	All Financial reports generated and submitted	All Financial reports generated and submitted	All Financial reports generated and submitted
Improve budget preparation and management		Improved budget preparation and management	Timely submission of BFP and MPS	BFP prepared by November and MPS prepared by March	BFP prepared by November and MPS prepared by March	BFP prepared by November and MPS prepared by March	BFP prepared by November and MPS prepared by March	BFP prepared by November and MPS prepared by March	BFP prepared by November and MPS prepared by March
Strengthen decision making function		BoT performance enhanced	Number of BoT meetings held Number of BoT trainings conducted	Monthly Full board meetings Monthly Board retainer paid 1 annual Full board retreat held	Monthly Full board meetings Monthly Board retainer paid 1 annual Full board retreat held	1 Governance training Monthly Full board meetings Monthly Board retainer paid board retreat held	Monthly Full board meetings Monthly Board retainer paid 1 annual Full board retreat held	Monthly Full board meetings Monthly Board retainer paid 1 annual Full board retreat held	Monthly Full board meetings Monthly Board retainer paid 1 annual Full board retreat held
		Management performance enhanced	Number of SMM and TMM meeting and retreats held	Monthly TMM meetings and 1 Annual SMM meeting held 1 TMM meeting held	Monthly TMM meetings and 1 Annual SMM meeting held 1 TMM meeting held	Monthly TMM meetings and 1 Annual SMM meeting held 1 TMM meeting held	Monthly TMM meetings and 1 Annual SMM meeting held 1 TMM meeting held	Monthly TMM meetings and 1 Annual SMM meeting held 1 TMM meeting held	Monthly TMM meetings and 1 Annual SMM meeting held 1 TMM meeting held



Strategic Interventions	Outputs	Indicators	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25
	An Organisational data portal developed and operationalised	Organisational data portal in place	None	One organisation wide data portal	One organisation wide data portal	One organisation wide data portal	One organisation wide data portal	One organisation wide data portal
	SOPs for UWA implemented	Organisational operations guided by SOPs	Draft SOPs	SOPs in place				

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