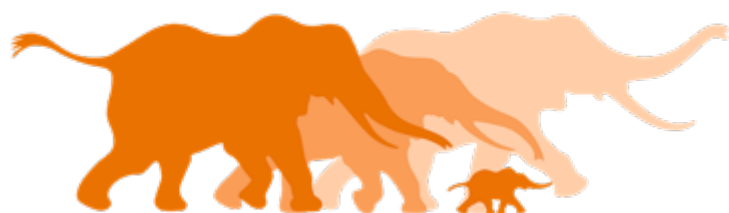




Uganda Strategic Plan 2020



AFRICAN WILDLIFE
FOUNDATION

A Word from Our Country Director



It gives me great pleasure to present to you the AWF Uganda Country Conservation Strategy (2019 – 2028) that has been developed as a step forward to achieve sustainable development in Uganda, pursued through an integrated landscape approach that combines conservation and development goals to the benefit of not only the wildlife but also for the people. With nearly half a century of experience in providing conservation solutions across landscapes in a biologically rich country, the need to remain adaptive and responsive to the challenges where the drivers of biodiversity loss are changing.

AWF remains committed to ensuring wildlife and wild lands thrive in Uganda by supporting the government and local communities to protect and manage essential habitat, through designing and delivering creative solutions for people and wildlife to beneficially share increasingly scarce resources. Enhancement of governance, human capital development and sustainable and inclusive economic growth is and will always be part of our work.

Given a situation in which new opportunities and threats abound, AWF Uganda continues to reinforce current and recent work in the country and leverage new opportunities for more significant impact. It is therefore timely for a strategic framework to guide a proactive approach and activities in Uganda into the future. This document provides an operational framework to us and all actors with a set of practical guidelines from which action programs and services will be developed to facilitate informed sustainable management of natural resources.

The vision and sets of action contained in this document gives me the inspiration to wait for that moment when conservation agencies, local communities, local government and national government are fully engaged in conservation. Concertedly facilitated and enabled to work with us in support of Uganda to achieve commitments set out in the National Biodiversity Strategy and Action Plan II (2015-2025), critical global conventions, and other multilateral environmental agreements.

Finally, I thank the Team that has been involved in the preparation of this document through the tireless investment of time and effort.

Sudi Bamulesewa
Country Director

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Introduction

The African Wildlife Foundation (AWF) has been supporting conservation in Uganda since 1968 together with the then Uganda National Parks and the Forest department. Over the years AWF has worked in all the protected areas except for Mt. Elgon and Mt. Rwenzori. In the last twenty years, AWF has supported the successful implementation of a number of strategies, including those focused on reducing threats to wildlife through community empowerment, infrastructure development in the parks, establishing community/private partnerships, habitat management, capacity building of UWA and NFA, and tourism development at the landscape and national level.

Most recently AWF implemented the USAID funded Biodiversity program in the protected areas of Lake Mburo (LMNP), Murchison Falls (MFNP) and Kidepo Valley (KVNP) National Parks, as well as Budongo (BCFR) and Kalinzu (KCFR) Central Forest Reserves. AWF in Uganda addresses critical threats to Uganda's biodiversity with a focus on wildlife, and with the overall goal of achieving sustainable biodiversity conservation and local economic growth in targeted areas. This new strategic plan reflects the collective work, experiences, and history of AWF in Uganda, aligning our impact with AWF's new Institutional Strategic Vision.

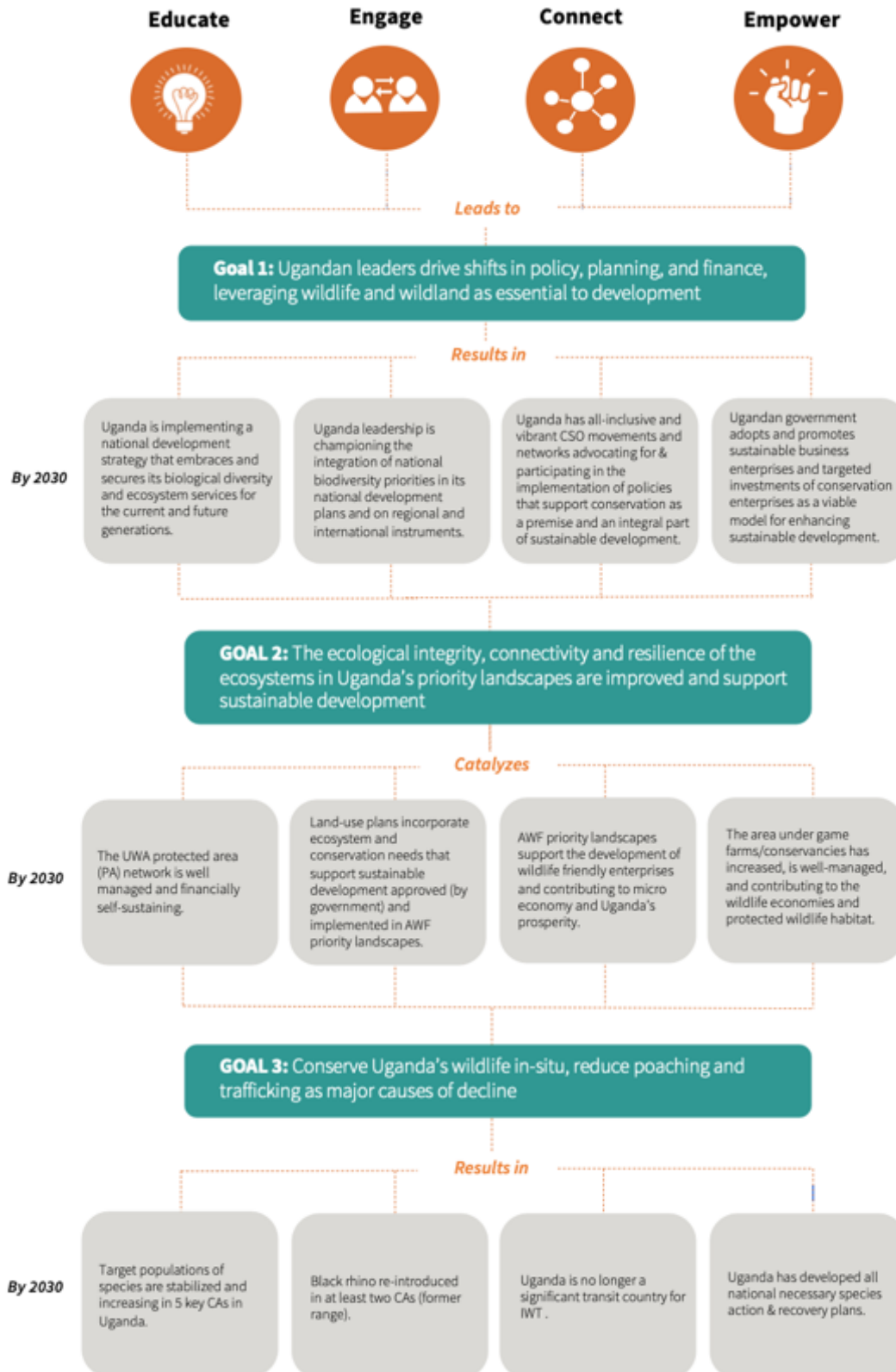
Vision

AWF envisions a prosperous Uganda where wildlife and wild lands thrive as the bedrock for people's livelihoods and national development.



AWF Uganda

Overarching Theory of Change



Background

Geography

Commonly referred to as the 'Pearl of Africa' for its lush green valleys, vast lakes and tall mountains, Uganda is a landlocked country in East Africa bordering Kenya to the East, Tanzania and Rwanda to the South, the Democratic Republic of Congo to the West, and South Sudan to the North. The country covers an area of 241,551 sq km^[1], a third of which is covered by wetlands and freshwater bodies; including three of Africa's Great Lakes: Victoria, Edward and Albert.

Socio-Economic Status

Uganda supports a population of over 45 million (UN 2020) people and is expanding rapidly. Most of the country's in-habitants live in rural areas with pastoralism and subsistence agriculture as the main economic activities. Uganda's economy has grown at a slower pace recently, subsequently reducing its impact on poverty. Average annual growth was 4.5% in the five years to 2016, compared to the 7% achieved during the 1990s and early 2000s (World Bank 2020). The country's economy relies on rain fed agriculture with main exports including coffee, tea, vanilla, flowers, sesame and cotton. Uganda's rich biodiversity provides the foundation for its growth and contributes to other sectors dependent upon water, agriculture, and forests. Much of Uganda's biodiversity is found in the Country's 10 national parks, 13 wildlife reserves, 10 wildlife sanctuaries, and 5 community wildlife management areas while other areas of biodiversity and ecological importance remain outside of the protected areas network. Uganda is eager to increase per capita income and provide jobs to its burgeoning population. The push for development along with population growth places significant pressures on the country's biodiversity and natural capital. Eco-tourism is predicted to become the mainstay of the economy, contributing the highest among sectors in terms of foreign exchange earnings, tax and non-tax revenue, employment and to the GDP^[2].

Conservation Value

Uganda has been ranked among the top ten countries in the world in terms of animal and plant diversity and is especially rich in mammalian species^[3]. A total of 345 species of mammals have been recorded in Uganda^[4] representing 39% of Africa mammals^[5] (which is 7.8% of the global mammal diversity)^[6]. These include the critically endangered Mountain Gorilla and the endangered Golden Monkey. More than half of the world's mountain gorillas are found in Uganda^[7], and Kibale National park in the southern part of the country, is home to over 12 species of primates (with the highest density in all of Africa^[8]). Other species recorded include; 142 reptiles, 86 amphibians, 501 species of fish, 1,242 butterflies and over 4500 species of higher plants (UNDP, NEMA, UNEP, 2009). The country is also a birder's paradise, with over half of all the 2000 bird species in Africa recorded in the country^[9].

[1] AWF's Landscape Approach was originally launched in AWF as the Heartlands programme in 1998 and is rooted within the Open Standards for Conservation Practice which were developed by the Conservation Measures Partnership. The approach is outlined in [The Heartland Conservation Process: enhancing biodiversity conservation and livelihoods through landscape-scale conservation planning in Africa](#) produced by Adam Henson, David Williams, Jef Dupain, Helen Gichohi and Philip Muruthi in 2009.

Much of Uganda's biodiversity is found in the Country's 10 national parks, 13 wildlife reserves, 10 wildlife sanctuaries, and 5 community wildlife areas while other areas of biodiversity and ecological importance remain outside of the protected areas network. Most of the biodiversity can be found in natural forests, but a considerable amount is also found in other natural ecosystems including; East African savannah, lakes and wetlands, and mountain vegetation. The northern part of the country is drier, with long periods of drought. As such, drought tolerant annual crops such as finger millet, cassava and sorghum are cultivated. Central and southeast Uganda is mainly covered by swamps which harbor various species of birds including the shoebill stock, and the crested crane-Uganda's National Bird. This rich biodiversity provides the foundation for Uganda's economy, and provides critical ecosystem services for other sectors like agriculture, water and energy. The tourism sector in Uganda was estimated to have generated US\$1.6 billion to the economy in 2018/2019 financial year and this was 7.7% of GDP. The tourism sector accounted for 6.7% (667,600) of new jobs created in F/Y 2018/2019.

Priority Landscapes in Uganda

AWF's works in large landscapes to fulfill its mission of conserving wildlife and wild lands in modern Africa. AWF strategically selects large landscapes that support viable populations of target species and form sizable economic units in which natural resource-based economic activities can contribute significantly to the livelihoods of people living in the area. Landscapes comprise a mosaic of land units under different management and ownership regimes—national parks, private land and community land—in a single ecosystem ranging in size from 7,000 km² to 95,000 km².

AWF's approach to achieving conservation impact in Africa is to focus on a limited number of high-priority, large conservation landscapes that have the potential to conserve viable populations of target African wildlife species as well as key habitats and ecological systems well into the future. Recognizing the need to prioritize, AWF devotes a great majority of its resources and efforts in these landscapes. To select priority large landscapes AWF uses a systematic science-based planning process that considers focal species, ecosystem services, wild lands, human influence, protected areas presence as well as other factors.



In Uganda AWF prioritized three key landscapes that align with UWA’s Conservation Areas and focused on key criteria such as government priority, potential for success, high threats to wildlife, and potential for economic development. (Table 1, Figure X). **Priority landscapes include:**

- ▶ Murchison Falls Landscape
- ▶ Queen Elisabeth Landscape
- ▶ Kidepo Landscape
- ▶ Pian Upe Landscape

Note that additional landscapes (Bwindi, Lake Mburo and Semliki) are important landscapes, but our interventions in those landscapes are funding dependent.

Priority Landscapes	Murchison Falls Conservation Area	Kidepo Valley Conservation Area	Queen Elisabeth Conservation Area	Pian Upe
Description	Murchison Falls National Park together with Bugungu Wildlife Reserve (BWR) and Karuma Falls Wildlife Reserve (KFWR), form the Murchison Falls Conservation Area (MFCFA) under UWA. The National Park encompasses 3,893 sq.km, BWF covers 501 sq.km and KFWR covers 678 sq.km, are adjacent and act as buffer zones for the park. In addition, Budongo Forest Reserve (BFR), under NFA, overlaps parts of both wildlife reserves, and covers 591 sq.km.	Kidepo Valley National Park (KVNP) is an open savannah landscape surrounded by rugged mountains on the northern boundary of Uganda with Kenya and South Sudan. Kidepo Valley NP is comprised of the Narus River Valley in the south and west, and the Kidepo River Valley in the north and east Karenga and Lobalangit Community Wildlife Area lies to the south of the Park and acts as a dispersal area for the growing population of wildlife.	The conservation area comprises the Queen Elisabeth National Park (QENP) and the Kyambura and Kigezi Wildlife Reserves. QENP is located in western Uganda, 1978km2 in size. The park lies 5-6 hours drive from Kampala via Mbarara (420km), or Fort Portal via Kasese (410km). Its position provides a magnificent view of the rift valley floor that occupies Lakes Edward and George which are linked by Kazinga channel.	Pian Upe support species that do not occur elsewhere in Uganda and are thus offer irreplaceable conservation value. The Pian Upe wetlands complex is a flat grassland, floodplain grassland and swamp system, draining Mount Elgon and South Karamoja into Lake Kyoga. Mt. Elgon supports 37 globally threatened species (22 are mammals), several endemic species, ranks highly for nationally threatened species, and is an IBA with 300 species. It was listed as a UNESCO Biosphere Reserve in 2005 due to its considerable plant diversity, its cultural significance
Key Wildlife & Threats	The MFCFA is host to key wildlife populations, including elephant, giraffe, lion, Uganda kob, and chimpanzee in BFR. Key threats in the landscape include poaching, human-wildlife conflicts, invasive species, natural resources extraction and expanding agricultural areas into dispersal and corridor areas.	The area is host to significant population of wildlife especially elephants and buffalo. UWA, recently reintroduced giraffe into the Park. The main threats facing the area are poaching, uncontrolled fire, agricultural encroachment and human-wildlife conflict.	QENP is habitat to over 95 mammal species along with 612 species of birds. About 20 predator species are found in the park. Poaching of elephants has been reported in the conservation area. Hippos are killed mainly in QECA and the meat is trafficked to the DRC where markets flourish	The Reserve still has significant wildlife populations that include; zebras, elands, gazelles oribi, spotted hyenas, civets, jackals, serval cats, cheetahs, leopards, topi, wildcats, buffaloes, roan antelopes, reedbucks, Duikers, Dik-dik, the Ugandan Kob, waterbucks, hares, porcupines, the rock hyrax, aardvark and hedgehogs. Primates include Olive baboons, patas monkey and Vervet monkeys. reptiles like rock pythons, puff adders, Rater snakes, skinks, geckos, chameleons and monitor lizards are also found in this reserve. In October 2019 15 giraffes from Murchison Falls National Park where reintroduced to the reserve by UWA.
Key Issues	The Park is the most visited in Uganda, and generates revenue for UWA and surrounding communities. However, increase in wildlife populations has exacerbated HWC, significantly straining the relationship between the park and the neighboring communities. There is need to engage communities in conservation of dispersal areas and corridors through mechanisms that also generates benefits from wildlife.	Previously, insecurity related to cattle rustling fueled by the presence of small firearms affected pursuit of livelihoods within communities. The government’s successful disarmament program, saw return of peace to the area as well as recovery in wildlife populations inside and outside the Park. This has also increased HWC in the area.	QENP is one of Uganda’s most popular destination. Critical wildlife corridors in the landscape are now comprising of narrow tracts of land hemmed in on both sides by dense human settlements and agriculture. There is need for improved management of other protected areas supporting QENP such as Kyambura Wildlife Reserve	The area was formerly renowned for its large numbers of large mammals (including lions, elephants, black rhinos and giraffes) and offers perhaps Uganda’s most significant wildlife restoration opportunity

Priority Species in Uganda

Priority species were selected using several key criteria including whether they are keystone species, importance for tourism, AWF competitive edge, and community importance. Through this structured process we have identified elephants, mountain gorillas, black rhino, and lions as our priority species in Uganda (Table X.) Data adopted from the National Species action plans for Elephants, Rhino and Large Carnivore Conservation. Additional data was derived from the State of Wildlife Resources in Uganda 2018 report.

AWF priority Species

Priority Species	Elephants	Mountain gorillas	Black rhino	Lions
Description and Population Trends	There has been an increase in elephant numbers due to concerted law enforcement intervention efforts. Current survey results of 5,564 individual elephants show that the numbers have recovered to around the mean value of their 1960-1970s levels when they were at their peak numbers (Wanyama et al. 2014)	Studies to document mountain Gorilla population trends in Bwindi Impenetrable National Park commenced in 1987 with 280 individuals being recorded. The population has continued to increase to a minimum of 459 individuals in 2019.	By the end of the years of civil war in 1986, there was not a single rhino left, but Uganda Wildlife Authority commenced the program of re-introducing rhinos in a sanctuary in 1997 through the Rhino Fund Uganda (RFU) with a current population of 30	The present status of lions in Uganda is in isolated meta populations existing only in three of the ten national parks; Kidepo Valley, Queen Elizabeth and Murchison Falls National Parks. The population estimates by researchers and park staff in protected areas has declined from about 400 in 1977 to 215 in 2013
Key Populations	The largest populations of elephants (see Table 1) are found in Queen Elizabeth (2913), Murchison Falls (1,330), Kidepo Valley (407) and Kibale National Parks (487); with few individuals found in Bwindi Impenetrable NP (43), Rwenzori Mountains NP (-20), Toro Semliki WR (27), Katonga WR (-20), Semuliki National Park (30), Karenga Community Wildlife Area (214), Otze/ Dufile (6), Aswa Lolim and East Madi Wildlife Reserve	In total, there are 1,063 Mountain Gorillas for both Virunga massif and Bwindi/ Sarambwe with 459 in Bwindi/ Sarambwe and 604 individuals in the Virunga Massif (Mgahinga, Volcano and Virunga National Parks of Uganda, Rwanda and DRC respectively	So far, eight (8) Southern white rhinos; four (4) males and four females were successfully translocated to Uganda since 2001 from Solio, Kenya and Disney Animal Kingdom, Florida, USA respectively. Six (6) of these were put in a secure sanctuary at Ziwa Rhino Sanctuary as founders for the breeding program while the two were put at UWEC for education purposes. Currently there have been births bringing the total population to 30 having lost 1.	Key populations in Uganda remain in the park of MFNP (215), QENP (144), Kidepo (50) Toro – Semliki (1) and LMNP (1)

AWF priority Species

Priority Species	Elephants	Mountain gorillas	Black rhino	Lions
Key Threats	<p>The current increase in human population, coupled with the demand for arable land and settlement, has reduced the suitable habitat range for elephants in Uganda and this trend has contributed to the fragmentation of elephant habitats and affected their natural migratory pattern and dispersal behaviors. As a result, the distribution of elephants is limited to protected areas except for a few which are found in patchy habitats outside wildlife protected areas.</p>	<p>The main threat to Mountain Gorillas and their conservation is habitat loss, and which comes from forest clearance and degradation by neighboring communities. The other key threats including poaching where adults are killed and infants captured for live trade, and diseases as they are vulnerable to many diseases, especially from humans.</p>	<p>Although poaching hasn't happened to Rhinos since reintroduction started, it stands as the most eminent threat and is solely responsible for their extinction in Uganda in the past, and this was majorly for the horns which are a highly valuable commodity, used in traditional Chinese medicine in China, Vietnam and other parts of East Asia. Habitat loss is another key threat</p>	<p>The lion population has experienced a steady decline due to indiscriminate killing by the local communities especially pastoralists, road accidents, habitat loss and diseases.</p>
Viability	<p>With the the population rising 600% from its 1980 lows tonow over 5,000, Uganda is becoming one of Africas stronghold for elephant survival. The country also has a 10-year Elephant Conservation Action Plan that comprehensively articulates the spp conservation challenges and lays strategies that address them in the projected period.</p>	<p>There are existing regional pacts to maintain the conservation viability and of the species and its associated habitat through regional and institutional collaboration.</p>	<p>Rhinos are a key species for the Uganda government and one of the key components of the National Rhino Conservation and management strategy is to achieve overall growth rates of at least 5% per annum in Ugandan rhino populations, and to promote long-term genetic viability of Uganda's rhino metapopulation.</p>	<p>Sensitivity analysis revealed that small lion populations are fragile to the above risk factors, and if not controlled, can lead to very dramatic decline of the population or even extinction.</p>

[1] Data adopted from National Species action plans for Elephants, Rhino and Large Carnivore Conservation. Additional data was derived from the State of Wildlife Resources in Uganda 2018 report.

Planning in the Time of COVID-19

The COVID-19 crisis is affecting global operations. Countries have closed borders, and some have put up internal travel restrictions. Equally affected is conservation especially in the developing world. With the tourism sector almost coming to a halt, managing conservation areas will become a challenge in the next few years. Communities that are adjacent to these conservation areas might pay a huge price just like the NGO's that have been supporting some of the efforts. This is the right time for all stakeholders to come up with innovative ways of mitigating impacts resulting from the crisis.

Our work in the next 6 months will be focused on stabilizing our existing work and ensuring the resilience of our communities on the ground. AWF together with Uganda Wildlife Authority have identified the following activities as key to maintaining the integrity of select Conservation Areas over a period of six months:

1. Support Community Wildlife Scouts to conduct patrols

Provide support to Community Wildlife Scouts, in the three (3) Conservation Areas (CAs) of Queen Elizabeth, Murchison Falls and Kidepo Valley National Parks to continue addressing the challenge of human wildlife conflict in their communities. During this period, the wildlife in the parks especially elephants, are roaming further given that there is less human interference in their movements. This calls for the need for the scouts to be out there more than ever to help avert damage to crops by these invading elephants, among other wildlife. These funds would be used to provide rations to scouts to stay out on patrol with some basic protective gear too like face masks. The CWS would further be used as a channel to communicate to communities about the "covid-19", this can be done by linking them to work together with the local government structures.

1.1 Provision of basic field gear

To ensure that the community wildlife scouts are motivated to conduct operations/patrols in their communities, they require basic field kits such as gumboots, uniform, etc. AWF will therefore support the procurement and distribution of this field gears to CWS in the three (3) conservation areas of Queen Elizabeth, Murchison Falls, and Kidepo Valley National Park. The target is 150 community wildlife scouts, fifty from each CA.

1.2 Facilitation of community wildlife scouts

AWF in partnership with UWA will provide monthly allowance to community wildlife scouts as facilitation.

1.3 Procure basic protective gear

Support procurement of COVID-19 basic protective gears (masks, alcohol-based sanitisers, hand gloves, etc.), as measure for mitigation against infection.

2. Support UWA law enforcement unit/ rangers to conduct patrols

Support UWA directly in funding some of its operations. UWA is currently running on funds saved from some years back. These funds will be running out by end of June. We could support UWA in paying for some of the operational costs like fuel, ranger allowances, protective gears etc. This will be in the landscapes of Queen Elizabeth, Murchison Falls and Kidepo Valley National Parks.

AWF will also support UWA in mitigating potential spill of COVID 19 into the primates. This will be in partnership with Ministry of Health, the UWA Vet unit and an NGO -Conservation through Public Health (CTPH) to build capacity of rangers, guides and scouts in the basics of controlling the spread of COVID19 within the humans and human to wildlife.

2.1 Vehicle fuel for operations

AWF will facilitate UWA with fuel for the law enforcement and veterinary units to enable them continue to carry out the patrols during this crisis. The purpose of the patrols is to check poaching, diseases and injured wildlife during this crisis period when wrong doers would want to take advantage of the near vacuum.

2.2 Law enforcement rangers' allowances

Facilitation of field law enforcement and veterinarians in terms of provision of monthly allowances will enable the rangers to effectively conduct the operations. These continued patrols will positively check on poaching activities by neighboring communities and wildlife traffickers who view the COVID-19 crises as an opportunity.



2030 Goals and Strategies



Goal 1: Promote Ugandan leaders who drive shifts in policy, planning, and finance which leverage wildlife and wildland as essential to development

Engaging and inspiring Ugandan leaders, and the next generation of leaders is a key focus for ensuring the health and well-being of people and the environment in Uganda. The premise of this goal is that well-informed Ugandan policy makers have a better chance of shaping the development agenda with gains to nature, people and the wider economy. To this end availing and making accessible to policy makers strong evidence on biodiversity and ecosystem services is going to be key in their adoption of impactful policies. Secondly, facilitating, catalyzing and leveraging local and national level platforms for dissemination, debating and sharing best practices will foster learning across sectors that will in turn inform policy formulation and adoption of best practices to good end. **As such, our measurable strategic objectives for this goal include:**

Strategic Objective 1.1: By 2030, Uganda is implementing a national development strategy that embraces and secures its biological diversity and ecosystem services for the current and future generations.

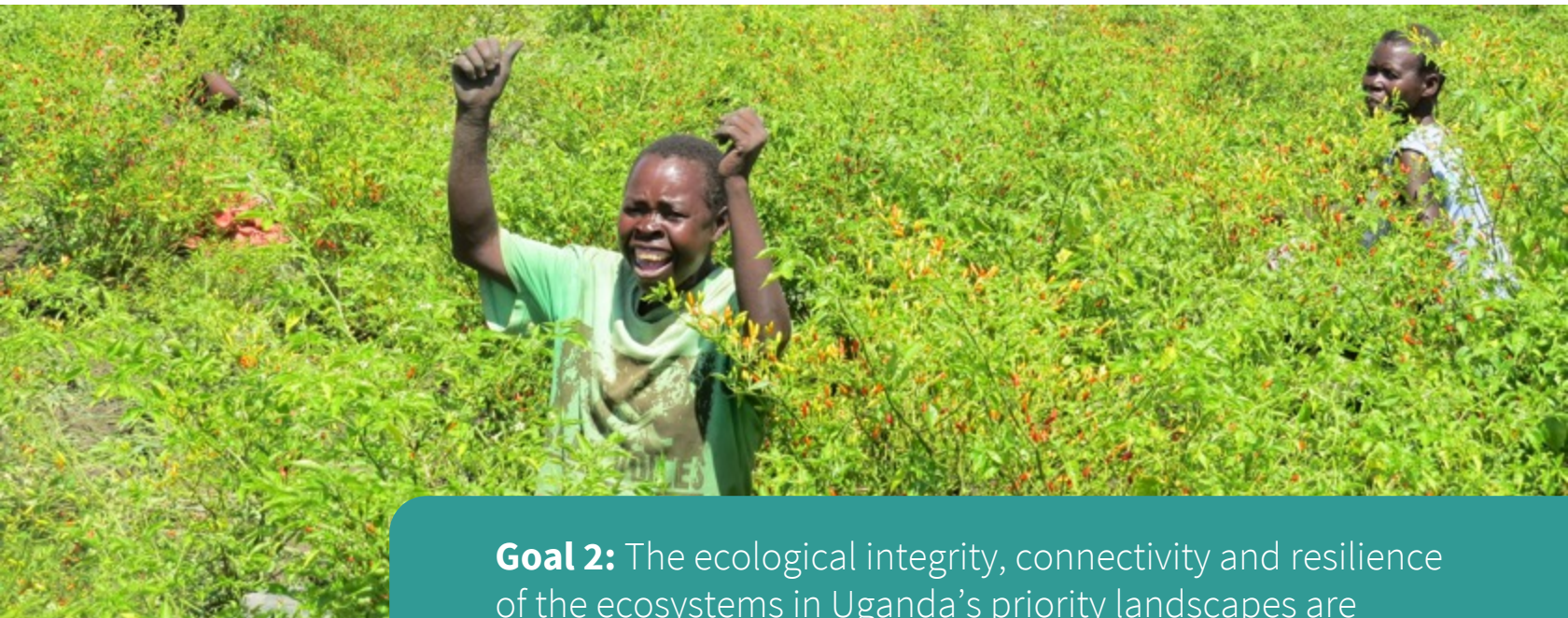
Strategic Objective 1.2: By 2030, Uganda leadership is championing the integration of national biodiversity priorities in its national development plans and on regional and international instruments.

Strategic Objective 1.3: By 2030, Uganda has all-inclusive and vibrant CSO movements and networks advocating for & participating in the implementation of policies that support conservation as a premise and an integral part of sustainable development.

Strategic Objective 1.4: By 2030, Ugandan government adopts and promotes sustainable business enterprises and targeted investments of conservation enterprises as a viable model for enhancing sustainable development

To achieve these strategic objectives, we will implement three core strategies:

- 1. The Ugandan Knowledge Hub & Youth engagement.** The premise of this strategic outcome is that well-informed Ugandan policy makers have a better chance of shaping the development agenda with gains to nature, people and the wider economy. To this end availing and making accessible to policy makers strong evidence on biodiversity and ecosystem services is going to be key in their adoption of impactful policies.
- 2. Public engagement through Youth Groups and CSOs networks.** The overall focus of public engagement through Youth and civil society organizations (CSOs) is to build and promote a constituency of vibrant Youth and CSOs Networks that drive shifts in policy, planning, and finance towards conservation of Uganda's biodiversity.
- 3. Facilitate the creation of an enabling environment for the development of sustainable business and conservation enterprise models to promote wildlife and green economies.** The focus of building business coalitions is to foster a culture of transformation within business towards sustainable models and a demonstration of the viability of conservation enterprise as a key contributor to livelihoods incomes and economic development in Uganda.



Goal 2: The ecological integrity, connectivity and resilience of the ecosystems in Uganda's priority landscapes are improved and support sustainable development

The Landscape Approach will guide AWF's conservation actions in their priority landscapes. AWF's Landscape Approach^[1] is the collaborative process AWF teams use to facilitate inclusive planning, implementation, monitoring and adaptive management of integrated conservation and development programs with the aim of ensuring that wildlife and wild lands thrive. At its core, the Landscape Approach is a set of tools and concepts, which are used to deliver on social, economic and environmental objectives in an integrated manner within a geographic area.

Working with government institutions, communities and private landowners, wildlife and natural resource managers, the private sector, civil society, donor agencies and researchers, AWF uses the Landscape Approach to identify key issues, actual and potential conflicts and synergies, and develop strategies that enable stakeholders in the landscape to deliver on commonly agreed targets and goals. **As such, our measurable strategic objectives for this goal include:**

Strategic Objective 2.1: By 2030, the UWA protected area (PA) network is well managed and financially self-sustaining.

Strategic Objective 2.2: By 2030, land-use plans incorporate ecosystem and conservation needs that support sustainable development approved (by government) and implemented in AWF priority landscapes.

Strategic Objective 2.3: By 2030, AWF priority landscapes support the development of wildlife friendly enterprises and contributing to micro economy and Uganda's prosperity.

Strategic Objective 2.4: By 2030, the area under game farms/conservancies has increased, is well-managed, and contributing to the wildlife economies and protected wildlife habitat.

To achieve these strategic objectives, we will implement three core strategies:

- 1. Improve PA management via capacity building & resource mobilization.** Our theory of change posits that if the capacity of conservation institutions is improved to effectively implement protected area conservation and management strategies, and creating opportunities for communities to benefit from biodiversity conservation, critical threats to Uganda's biodiversity will be addressed ensuring that it will not only survive, it will thrive for generations.
- 2. Maximize conservation/ sustainable development outcomes through effective land-use planning and conservancy development.** AWF will continue to engage landowners and/or communities adjacent to protected areas, with a view to supporting them to transform their land holdings into conservancies on which to effectively manage both livestock and wildlife and provide for tangible benefits to the communities. Initial engagements in the AWF landscapes indicate willingness of communities, landowners, government and other stakeholders to participate in land use planning that meets their ecosystem and conservation needs. AWF will ensure that land-use plans incorporate ecosystem and conservation needs that support sustainable development approved (by government) and implemented in AWF priority landscapes
- 3. Promote support to conservation enterprises and wildlife economies.** This strategy hypothesizes that if communities and landowners in AWF priority landscapes benefit from biodiversity conservation, their attitude and practices towards conservation will improve and therefore critical threats to Uganda's natural resources will reduce. The rationale is that by increasing community benefit from biodiversity conservation, we not only provide alternative livelihood sources and therefore reduce pressure on natural resources; we also improve their attitudes towards conservation and therefore secure protection of the natural resource for the future.

- 4. Reduce human wildlife conflict (HWC)** AWF puts communities and their interests at the core of wildlife and wildlands conservation. This strategy focuses on easing the impacts of other wildlife related conflicts which results in losses to the community and ensures that communities are not prompted to engage in illegal resource access practices. This strategy work to create platforms for communities to engage in wildlife management in their landscapes, championing community led HWC mitigation measures and incentivizing conservation.



Goal 3: Conserve Uganda's wildlife in-situ, reduce poaching and trafficking as major causes of decline

A number of threats have been identified as key threats Uganda's wildlife across the country. These are by no means the only important threats to biodiversity in the country, but they represent the suit of factors with significant impact on conservation. Poaching in Uganda is practiced mainly for meat, human-wildlife conflict, pet trade and traditional and medicinal uses. The ever-increasing interface between human population and wildlife is resulting in increased incidences of human-wildlife conflict in Uganda. Illegal wildlife trade is also a key threat to wildlife across the continent. Since 2010,

Uganda has seen an upsurge in trafficking of wildlife products with elephant ivory, lion bones, leopard skin, rhino horn, pangolin scales, reptile skin and hippo teeth as commonly part of the contraband. Uganda serves mainly as a waypoint route for wildlife trafficking, particularly ivory. Many central African countries have unregulated domestic ivory markets, including the DR Congo, Republic of the Congo, Central African Republic, Chad, and Cameroon. Ivory bought at these markets may be trafficked through road and air links to Uganda and onward from there for processing and export. Uganda has begun to take important steps to combat this deadly trade, but more remains to be done to enhance the interception, arrests and prosecution of offenders. **As such, our measurable strategic objectives for this goal include:**

Strategic Objective 3.1: By 2030, target populations of species are stabilized and increasing in 5 key CAs in Uganda.

Strategic Objective 3.2: By 2030, black rhino is re-introduced in at least two CAs (former range).

Strategic Objective 3.3: By 2030, Uganda is no longer a significant transit country for IWT.

Strategic Objective 3.4: By 2030, Uganda has developed all national necessary species action & recovery plans

To achieve these strategic objectives we will implement three core strategies:

- 1. Intensify counter trafficking efforts.** In Uganda the cost of poaching and illegal wildlife trade and trafficking to the economy is a point of concern, and the country is listed as one of the major supply and transit states for Ivory, referred to as the “gang of 8.” The calls for a need for any strategies promoting wildlife conservation to focus on strengthening/combating wildlife crime. This strategy is aimed at clearing Uganda’s name as a major conduit for illicit wildlife trade and is to be implemented at national level and targeting the building of capacities and equipping the agencies of the joint task force to combat wildlife crime, which includes the Ministry of Tourism Wildlife and Antiquities; the Directorate of Public Prosecutions; Uganda Revenue Authority, Financial Regulatory Authority, representatives from Interpol and the Uganda Wildlife Authority.
- 2. Re-introduction of black rhinos.** This strategy will focus on supporting the government of Uganda in the reintroduction of the black rhino in the landscapes of Murchison Falls National park and Kidepo Valley national park. The re-introduction of rhinos into wildlife areas is one of the key strategies of Uganda Wildlife Authority as it addresses the objective of increasing the contribution of tourism to GDP and employment.

Impact Measurement

To evaluate the impact of the AWF Uganda Country Plan, the Theory of Change evaluation framework will be used. This approach allows for setting long-term goals, as well as developing a hypothesis of impact that will inform the strategic objectives that will be used to evaluate whether the strategies are aligned with the hypothesis of impact. The data collected will then be used for learning, and also to demonstrate whether implementation of the strategy is on track to achieve the long-term goals.

In the AWF Uganda theory of change, the goals are both interrelated and interdependent (Figure X). Achieving the set organizational goals for policy, development, and youth (Goal 1) allows us to achieve and support our ambitions for connected, healthy, habitat (Goal 2), reduce threats, and improve wildlife populations (Goal 3).

As such, our commitment to evaluating the impact of our work will include the following components of impact measurement:

Monitoring and Reporting: During the strategy implementation period, there will be systematic data collection and analysis aimed at improving the efficiency and effectiveness of our strategies and test the assumptions made in the Theory of Change, as well as country level. All data collected will be deliberately tied to the measurement of progress towards set strategic plan goals and objectives as well as implementation of project activities compared to those scheduled in the annual work plans, based on set indicators and targets. This will also be a management tool used by management for decision making to make necessary adjustments.

Review and Evaluation: This will be done to help in understanding how, and to what extent the strategic goal and objectives are responsible for measured results. There will be mid-term review and end line evaluations of the strategy, this will be conducted by external evaluators to avoid bias. Annual internal reviews will also be carried out to assess progress and address any challenges arising out of implementation. Annual and quarterly reviews will be conducted internally with implementing team, partners and other key relevant stakeholders.

Learning and Adaptive Management: In alignment with adaptive management principles and to effectively integrate the incoming data and project decision making, annual data review will be an integral component of project management and adaptation events. Lessons learned and success stories will be documented during implementation of the strategy. This will be shared with relevant key stakeholders through annual reports, evaluation reports, planned internal reviews.

Roles and Responsibilities: Measuring impact of our work will be a responsibility of the implementing team, and partners, and key stakeholders, led and supported by the monitoring and evaluation unit.

Strategy Evaluation

Each strategy will be evaluated at the project level with additional individual indicators aligned with their theories of change. However, all goals and strategic objectives will be tracked for the duration of the plan and include the following Key Performance Indicators and 2030 targets.

Goal	Strategic Objective	Key Performance Indicator	2030 Target
GOAL 1	1.1	The number of high-level decisions and commitments made by political leaders that bring gains for biodiversity conservation and ecosystem services	1-2 Annually. Things to deal with advocacy take a long time to realize the change we seek to see? Sometimes in a year there may be none??
		Uganda adopts and implements no net loss policy as a requirement for all economic development and investments	TBD
	1.2	The number of influential leaders who commit/influence high level decisions aimed at biodiversity conservation and ecosystem services.	TBD
	1.3	Number of Uganda youth groups and CSOs that advocate for and support policies that integrate conservation within sustainable development	TBD
	1.4	Number of formal and informal jobs created within our priority landscapes	TBD
GOAL 2	2.1	Number of hectares in PAs under improved management given IMETT scores.	TBD
		Percent of PAs with management effectiveness score above 80	
	2.2	The % of target land-use plans that incorporate ecosystem and conservation needs to support sustainable development are approved and adopted by the government and are being implemented with assistance from AWF.	100%
	2.3	Number of functional wildlife friendly enterprises established	12/2030 (wildlife ranches)
Percentage increase in revenue accruing to targeted communities from established wildlife friendly enterprises		500,000/community by 2030 By \$50 annually But a baseline study be done?	
2.4	Number of hectares of priority habitat protected in game farm/conservancy in Uganda due to AWF interventions	100,000 ha/ 2030	
	Improvement in connectivity index of priority habitats and landscapes	TBD	

Goal	Strategic Objective	Key Performance Indicator	2030 Target
GOAL 3	3.1	Percent of target species in Uganda stabilized/improved across target landscapes;	100%
	3.2	Number of rhino and re-introduced in two target landscapes in Uganda by XXXXX (long-term will evaluate population establishment)	TBD
	3.3	Uganda remains off the gang of 8 (CITES) Number of seizures reported as originating from Uganda (either as transit as source)	0
	3.4	Percent of National action and recovery plans completed for all Ugandan target species	100%

	Key Performance Indicator	2030 Target
Strategic Objective 3.1	Percent of target species in Uganda stabilized/improved across target landscapes;	100%
Strategic Objective 3.2	Number of rhino re-introduced in two target landscapes in Uganda by XXXXX (long-term will evaluate population establishment)	TBD
Strategic Objective 3.3	Uganda remains off the gang of 8 (CITES) Number of seizures reported as originating from Uganda (either as transit as source)	0
Strategic Objective 3.4	Percent of National action and recovery plans completed for all Ugandan target species	100%

Budget & Fundraising Needs

Uganda Country Strategy

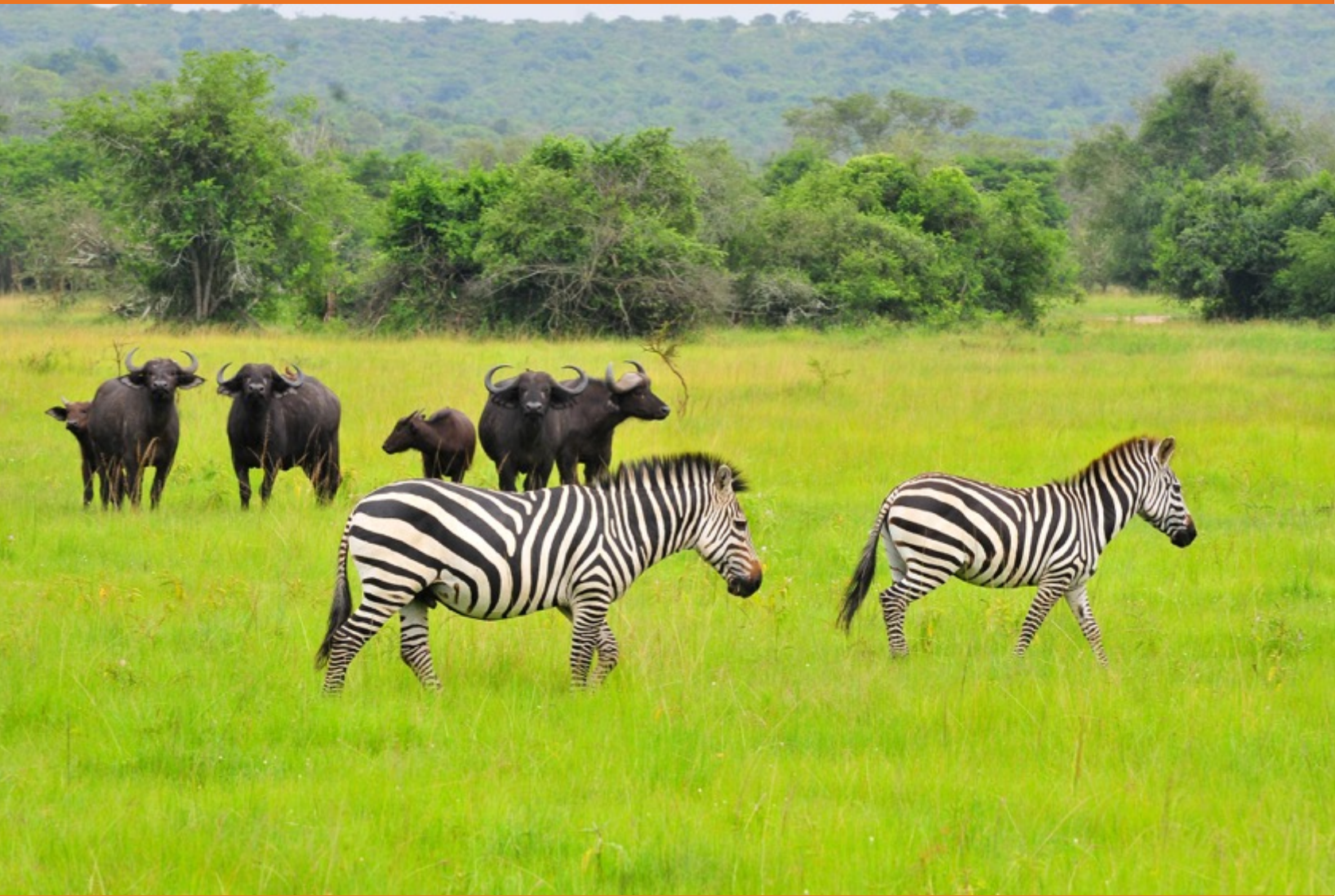
	Year				
	1	2	3	4	5
Goal 1: Strategy 1 - Development of a Uganda Information Hub/Knowledge Hub	204,532	215,274	207,274	190,274	185,574
Goal 1: Strategy 2 - Engaged Ugandan leadership elected (appointed) on the platform of sustainable development agenda that is in harmony with nature	388,275	379,465	304,265	289,265	289,265
Goal 1: Strategy 3- Building Business coalitions for sustainable and conservation enterprises models	34,750	34,750	34,750	45,044	45,044
Goal 2: Strategy 1 - Capacity Building and Resource Mobilization for PA mgmt	417,065	477,865	451,865	373,065	354,065
Goal 2: Strategy 2 - Maximize Sustainable Development through Land Use Planning	257,528	291,328	286,228	183,640	250,728
Goal 2: Strategy 3 - Development of Wildlife Economies	176,352	235,764	242,852	240,852	307,852
Goal 2: Strategy 4 - Improve Conservancy Management	248,044	212,544	232,780	213,868	170,868
Goal 3: Strategy 1 - Increasing Counter-Trafficking Efforts	542,188	262,188	236,988	152,988	118,588
Goal 3: Strategy 2 - Reducing Human-Wildlife Conflict (HWC)	154,876	181,076	177,076	190,076	169,488
Goal 3: Strategy 3 - Rhino Translocation to Murchison Falls NP	381,313	1,797,558	502,058	354,558	124,558

Budget & Fundraising Needs

Annual Operating Costs

	Year				
	1	2	3	4	5
Country Office Operational Expenses	687,028	707,831	717,281	761,618	807,949
Personnel	382,813	440,625	440,625	481,250	521,875
Office Operations	120,700	117,700	126,700	127,600	122,100
Travel and Transport	45,800	45,800	45,800	41,500	40,500
Other (legal, comms, audit)	105,000	70,000	70,000	75,000	85,000
% of Country Costs Covered by Restricted Grant Budgets	5.0%	15%	30%	45%	55%
Office Costs Covered by Restricted Grants	34,351	106,175	215,184	342,728	444,372
% of Restricted Grant Budgets Allocated to Country Costs	3.0%	5.0%	7.0%	7.5%	7.5%
Country Fundraising Target for Restricted Grants	1,145,047	2,123,494	3,074,063	4,569,705	5,924,958
Indicative Field Activity budget (fundraising target less IDC less country office costs)	938,938	1,698,795	2,397,769	3,541,521	4,591,842
Unmet Gap in Country Office Operational Costs	652,677	601,657	502,097	418,890	363,577
'Country Office Capital Investment (CapEx) + Conting.	262,290	6,510	7,875	110,828	34,283
Total	914,967	608,167	509,972	529,717	397,859





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