



WWF UGANDA

Office Strategic Plan 2026-2030

Foreword

It gives me great pleasure to present to you the WWF Uganda Country Programme Strategy (2026-2030). This Strategy builds on the WWF ongoing work under the 2021-2025 strategy whose implementation focused on three themes namely, Freshwater; Energy, Climate and Extractives Program (ECEP); and Forest and Wildlife. During this period, WWF programmes focused predominantly in the Albertine Rift Region (ARR) investing about 80% of its programme resources but maintained engagements in national and regional priorities (20% of Programme resources). Additionally, the WWF UCO Country Programme hosts three regional programs - Greater Virunga Landscape (GVL), International Gorilla Conservation Program (IGCP) and Energy Hub - whose scope extends beyond Uganda.

Globally, we are witnessing profound changes in the physical environment that could undermine the attainment of the Sustainable Development Goals if left unabated. Worsening impacts of climate change, coupled with growing human populations and unsustainable consumption patterns, place significant pressure on ecosystems - This trend is impacting more in those global economies that depend on natural resources for supporting their sustainable development ambitions.

Uganda's fourth National Development Plan (NDP IV) (2025–2029) positions natural resources as key pillars for sustainable development. In support of this, WWF UCO developed its Office Strategy and Plan (OSP) for the 2026–2030 period to align our programmes and investments with national priorities, ensuring our work meaningfully contributes to Uganda's development goals.



The OSP is anchored in WWF's vision, mission, and brand, and responds to the status and trends of Uganda's biodiversity. It recognizes increasing pressures from human and economic activities on nature and people, the need for conservation innovation, strengthened stakeholder collaboration, sustainable financing, and the importance of building WWF's capacity to add value and remain a thought leader in the conservation space.

To secure landscapes where conservation and sustainable development are in harmony, WWF UCO will invest technical and financial resources towards conservation of targeted terrestrial and aquatic ecosystems; promoting sustainable utilization of natural resources; strengthening capacities of mandated institutions, non-state actors and communities for conservation and fostering a nexus between conservation and livelihoods. The Strategy also prioritizes strengthening conservation policy and regulatory

frameworks; promoting partnerships and stakeholder engagement; and ensuring inclusivity in conservation. Additionally, WWF aspires to be a conservation thought Leader in Uganda by investing in strengthening Country Office technical capabilities for delivering this strategy, besides communication and stakeholder engagement; Organisational Learning and adaptive management, mechanisms for risk management and compliance with WWF Environment and Social Safeguards policies; as well as mechanisms for sound financial management.

This strategy aligns with the WWF Regional Office for Africa (ROA) Conservation Framework, WWF International Conservation Goals and Roadmap 2030 and focuses on four themes (Conservation of natural forests, wildlife within and outside protected areas, fresh water resources, energy and climate change). The programmes will be implemented in five priority landscapes (Greater Rwenzori, West Nile, Murchison Semliki, Bwindi Mgahinga Conservation Area and Greater Kidepo Elgon) as well as engagement in national and regional conservation spaces.

It is our expectation that the OSP will leverage past conservation gains as we add new lessons, synergies and resources from within and outside the WWF Network. I therefore call for our Network Partners and other stakeholders to collaborate with WWF UCO in realizing this new development journey.

I wish to recognize the continued contribution and support from the government of Uganda, WWF International, ROA, our Partners and beneficiaries, Country office leadership and the entire staff fraternity for the commendable work done. We look forward to a holistic and successful implementation of the 2026-2030 journey.

Juan Tumuhimbise
WWF - UCO Country Director

Acknowledgements

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List of Acronyms

AEAI	Africa Energy Access Initiative
AFOLU	Agriculture, Forestry and Land Use
AGEMP	Albertine Graben Environment Monitoring Plan
ARR	Albertine Rift Region
AU	African Union
BINP	Bwindi Impenetrable National Park
BMCA	Bwindi Mgahinga Conservation Area
BMCT	Bwindi Mgahinga Conservation Trust
C2C	Conflict to Co-existence
CBD	Convention on Biological Diversity
CFR	Central Forest Reserve
CITES	Convention on International Trade in Endangered Species
CMS	Convention on Migratory Species
CSO	Civil Society Organizations
CSP	Country Strategy Plan
DLG	District Local Government
EAC	East African Community
EACOP	East Africa Crude Oil Pipeline
ECEP	Energy, Climate and Extractives Programme
ESAPRO	East and Southern African Regional Programme
ESS	Environmental and Social Safeguards
FSC	Forest Standards Certification
GBF	Global Biodiversity Framework
GCF	Global Climate Fund
GEF	Global Environment Facility
GESI	Gender Equity and Social Inclusion
GVL	Greater Virunga Landscape
GVTC	Greater Virunga Transboundary Collaboration
HCV	High Conservation Value
HWC	Human Wildlife Conflict
IGAD	Inter-Governmental Authority on Development
IGCP	International Gorilla Conservation Programme
IPLC	Indigenous peoples and local communities
ITCZ	Inter Tropical Convergence Zone
IWRM	Integrated Water Resources Management

KMGBF	Kunming-Montreal Global Biodiversity Framework
LVBC	Lake Victoria Basin Commission
MDA	Ministries, Departments and Agencies (of Uganda)
MENP	Murchison Falls National Park
METT	Management Effectiveness Tracking Tool
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NARCG	Northern Albertine Rift Conservation Group
NARO	National Agricultural Research Organization
NBASP	National Biodiversity Strategy and Action Plan
NBE	Nature Based Enterprises
NBI	Nile Basin Initiative
NBS	Nature Based Solutions
NDC	National Determined Contributions
NDP	National Development Plan (of Uganda)
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGO	Non-Government Organization
NP	National Park
ODP	Organization Development Plan
PA	Protected Area
PMEL	Programme Monitoring, Evaluation and Learning
QENP	Queen Elizabeth National Park
RE	Renewable Energy
REDD	Reducing Emissions from Deforestation and Forest Degradation
RMNP	Rwenzori Mountains National Park
ROA	Regional Office for Africa (for WWF)
SDG	Sustainable Development Goal
SMART	Spatial Monitoring and Reporting Tool
SP	Strategic Plan
ToC	Theory of Change
UCO	Uganda Country Office (of WWF)
UNFCCC	United Nations Framework Convention on Climate Change
UWA	Uganda Wildlife Authority
UWTRI	Uganda Wildlife Training and Research Institute
WBE	Wildlife Based Enterprises
WWF	World Wide Fund for Nature

Executive Summary

The 2026-2030 WWF UCO Country Office Strategic Plan (OSP) is aligned to the WWF global mission that seeks to stop the degradation of the planet 's natural environment and build a future in which humans live in harmony with nature. The OSP focuses on 4 thematic areas: forest conservation, Conservation of Wildlife within and outside Protected areas, fresh water ecosystems, Energy and Climate. This strategy is supported through eight operational pillars namely, Finance/administration, People and Culture, Communication, Policy and advocacy, Resource Acquisition, PMEL, Risk management, Leadership and governance, and Organizational Development.

The OSP is aligned to WWF International's Roadmap 2030 and has countrywide focus with key landscapes including the Greater Virunga Landscape (GVL) comprising Bwindi Mgahinga Conservation Area (BMCA) and Greater Rwenzori sub landscapes. Other critical landscapes include Murchison-Semliki, West Nile and Kidepo/L. Kyoga as well as in regional conservation spaces or transboundary landscapes. The programmes focus on addressing high biodiversity loss and declining ecosystem integrity, worsened by climate change, human pressures, invasive species, internal migration, and extractive industries. Renewable energy resources remain underutilized. Although supportive policies exist, limited institutional and stakeholder capacity hinders the adoption of innovative conservation solutions.

In response, WWF UCO aims to secure landscapes where conservation and sustainable development coexist. WWF UCO will invest technical and financial resources in conserving key terrestrial and aquatic ecosystems, promoting sustainable resource use, strengthening institutional and community capacity, linking conservation with livelihoods, influencing policy, fostering partnerships with non-state actors, and promoting inclusive conservation. Additionally, WWF UCO will aspire to be a conservation "Thought leader" in Uganda by strengthening its technical capacity, communications, stakeholder engagement, risk management, compliance with environmental and social safeguards, and financial management.

In implementing the conservation strategy, WWF aims to realise the following goals by 2030:

Focus Area	Goal
Forest (Natural forest and Farmland)	Goal 1: By 2030, the integrity ¹ of 300,000ha of High Conservation Value forests in and outside Protected Areas is maintained
Flagship wildlife species (Lions, Elephants, Gorillas, Chimpanzees, Cranes)	Goal 2: By 2030, the population of flagship wildlife species in priority landscapes stabilized or increased
Renewable Energy and Climate Change	Goal 3: By 2030, WWF UCO achieves 1.1 MtCO ₂ e emission reduction
Freshwater ecosystems (wetlands, riverine systems, aquatic biodiversity)	Goal 4: By 2030, the ecological integrity, health and resilience of freshwater ecosystems and biodiversity is improved.
Resilience of Livelihoods & Ecosystems	Goal 5: By 2030, the resilience ² of communities & Ecosystems against impact of climate change Improved

1 To be measured as forest integrity index. A composite score based on forest health metrics (e.g., species diversity, canopy cover, and disturbance levels)

2 To be measured as Ecological health index. A composite score based on Ecosystem health metrics (e.g., Aquatic species abundance, vegetation cover)

Focus Area	Goal
Human Wellbeing	Goal 6: By 2030, the socio-economic well-being of targeted communities is improved
Regional Integration and transboundary initiatives	Goal 7: By 2030, Regional and Transboundary programmes hosted by WWF Uganda effectively coordinate and provide targeted technical and financial support, enabling WWF Country Offices and regional bodies to implement high-impact, aligned conservation initiatives.

In pursuit of the WWF UCO 2030 Goals and WWF Roadmap 2030, WWF UCO is ensuring its programmes and operations remain efficient, relevant, affordable, and sustainable through application of. Adaptive management to respond to emerging issues and ensuring that interventions are feasible and aligned with national priorities (NDP IV), SDGs, the KM-GBF, and other conservation frameworks. WWF UCO will build on its strong track record to secure adequate technical and financial resources, and strengthen partnerships with government, NGOs, the private sector, civil society, Indigenous People and local communities (IPLCs).

Additionally, WWF will improve operational systems and efficiency, build staff capacity, strengthen data and information management, and secure enough resources to deliver the strategy. It will ensure cost-effective, risk-informed operations that comply with WWF's global policies on risk, inclusion, and accountability, as recommended by the 2023 Organizational Development Plan.

1. INTRODUCTION

1.1. Background

WWF's Global mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature by conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption. WWF UCO operates within the framework of this mission.

Establishment: The World-Wide Fund for Nature Uganda Country Office (WWF UCO) started operations in Uganda in 1992 as a project coordination office implementing conservation projects for the then Eastern and Southern Africa Regional Program Office (ESARPO). WWF UCO reports to the WWF International - whose offices are in Nairobi – Kenya. Since 1992, WWF has been working in Uganda with government, civil society, Indigenous Peoples, and local communities (IPLC) and more recently the private sector to protect, restore and sustainably manage natural resources for the benefit of Uganda and its people, and the planet. WWF Programme has been supported by diverse donors, partners and collaborating agencies within and outside Uganda.



1.2. Summary of key environmental challenges and opportunities

Uganda's environment landscape is changing due to pressures in the form of: i) increasing human population and resultant changes in land use for settlement and agriculture; ii) pollution and destruction of natural habitats; iii) climate change pressures resulting in changes in natural ecosystems and their functions. Consequently, the country has witnessed: i) shrinking natural habitats (e.g. forests, wetlands); ii) decline in soil fertility and wood resources; iii) increased vulnerability of ecosystems and livelihoods to effects of climate change; iv) introduction of invasive alien species; and, v) increased natural resource-based conflicts, among others³.

Beginning 2006, the extractive industry started growing, targeting mainly oil and gas. However other minerals such as iron ore, sand, rocks/stone, lime, gold, marble, etc. are also in high demand. The government sees the growth in extractive industry as an opportunity for Uganda's economic and social transformation. However, on the other hand, this growth can have negative impacts on environmental and biodiversity resources in the form of: loss of natural habitat and resultant loss of biodiversity, environmental degradation and pollution, as well as risks to human health due to poor handling and disposal of chemicals used in mining activities. The Government of Uganda has consistently sought to strengthen enforcement of mining policies in order to mitigate impacts on environment, biodiversity and its people.

1.3. Overview of the OSP development process and stakeholder engagement

This strategic plan development commenced after the Mid Term Review (MTR) of the 2021 - 2025 strategic plan undertaken in 2023. Following this review, several areas of strength were identified but also most importantly the opportunities for improvement.

These lessons have eventually shaped our thinking in formulating the priorities for the 2030 OSP.

With the announcement of the strategy formulation, a Country Strategy Realization Team (CSRT) was appointed to lead the entire strategy process. A facilitator was hired specifically to support the initial consultation with key stakeholders, engage the CSRT on in-depth reflections on UCO's conservation history and new dimensions. These led to the drafting of the thematic OSPs and the zero draft of the overall CS document.

Several review meetings were conducted involving the Impact measurement team from the Regional office of Africa (ROA) to refine the goals, outcomes, indicators and the outputs. A joint validation was convened with external stakeholders who provided valuable input into the draft strategies. The stakeholder views were synthesized and integrated into the final OSP document that was submitted to the Regional Office for feedback. Working with the internal review team involving representatives from WWF conservation practice leads and National Offices, the final version was approved which was sent for approval, publication and official launch of the WWF UCO OSP 2030 to the public.

3 MWE (2021); National REDD Strategy

2. VISION & SCOPE

2.1 WWF UCO Vision

WWF UCO Vision (2050): the vision is “Uganda achieves a just transition to a low carbon development pathway whilst maintaining and restoring resilient forest landscapes, wildlife populations and freshwater ecosystems that support biodiversity and socioeconomic transformation”.

Values: WWF UCO Country Office thrives on the following core values that underpin its programme design and implementation approaches and process:

Courage: We demonstrate courage through our actions, we work for change where it’s needed, and we inspire people and institutions to tackle the greatest threats to nature and the future of the planet, which is our home.

Integrity: We live the principles we call on others to meet. We act with integrity, accountability and transparency, and we rely on facts and science to guide us and to ensure we learn and evolve.

Respect: We honour the voices and knowledge of the people and communities that we serve, and we work to secure their rights to a sustainable future.

Collaboration: We deliver impact at the scale of the challenges we face through the power of collective action and innovation.

2.2 Thematic and geographic scope of the OSP

During the period 2021-2025, WWF UCO Strategic Plan was implemented through three programs, namely, (i) Freshwater; ii) Energy, Climate and Extractives Program (ECEP); and iii) Forest and Wildlife. The WWF Programme focused predominantly in the Albertine Rift Region (ARR) (**80%** of Programme resources) but maintained engagements in national and regional priorities (**20%** of Programme resources) (*Figure 1-1*). Additionally, the WWF UCO Country Office hosted three Regional programmes (Greater Virunga Landscape (GVL), International Gorilla Conservation Program and Africa Energy Access Initiative) whose scope extended outside Uganda.⁴

During 2026-2030, WWF-Uganda’s programme focus is on four conservation themes (Forests, Wildlife, Fresh Water, Climate and Energy). Socioeconomic wellbeing, community resilience, and inclusive conservation shall be integrated throughout all programmes to ensure sustainable and people-centred conservation outcomes. In addition to these four programme themes, cross cutting/supporting themes are integrated mainly from operations/management, resource acquisition, risk management & ESSF, PMEL and Organizational Development. The strategies also encompass partnerships, policy and advocacy, communication, people and culture. The 2026-2030 Strategy will focus on key landscapes; Bwindi Mgahinga Conservation Area (BMCA), Greater Rwenzori, Murchison-Semliki, West Nile and Greater Kidepo, L. Kyoga, as well as in regional conservation spaces and or targeted transboundary landscapes. The Country Office will continue to promote transboundary and regional programme work through its three flagship programs; Greater Virunga Landscape Initiative, International Gorilla Conservation Programme and Africa Energy Access Initiative.

4 GVL covers Uganda, DRC and Uganda; Energy Hub covers Uganda, Kenya, Tanzania, Madagascar.



WWF UGANDA PRIORITY SUB LANDSCAPES AND PROJECT LOCATIONS

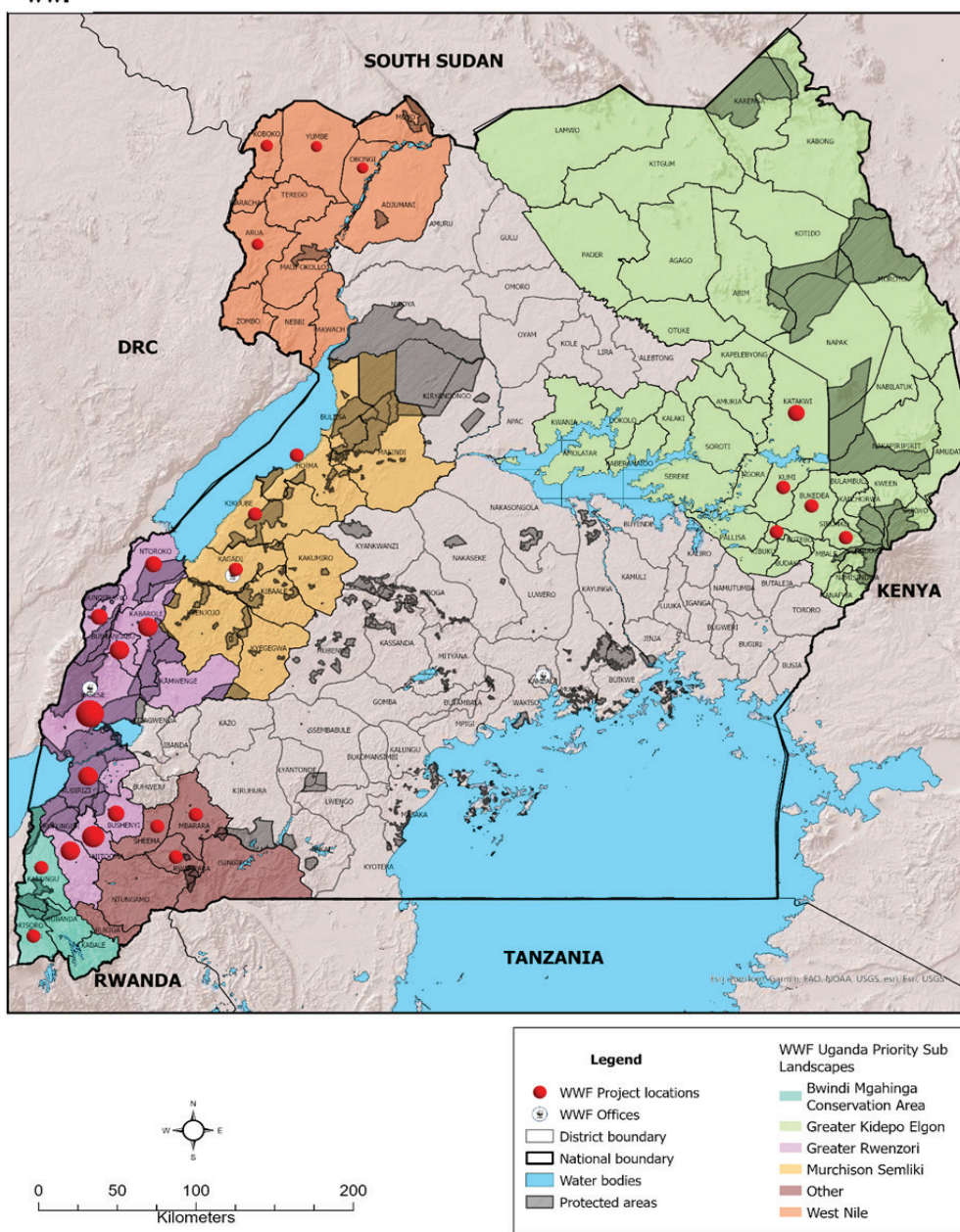


Figure 2.1 WWF priority sub landscapes and project locations (2021-25)

2.3 Alignment global and regional priorities

During 2026–2030, WWF UCO will focus on four thematic areas (see Table 2-1) aligned to WWF’s 2030 Roadmap and Uganda’s National Development Plan (NDP IV). The strategy will also contribute to the country’s Nationally Determined Contributions (NDCs) under the Paris Agreement, the SDGs, the UN Decade on Ecosystem Restoration, and the National Biodiversity Strategy and Action Plan under the Kunming-Montreal Global Biodiversity Framework. It further supports regional frameworks, including the EAC Wildlife Conservation Strategy and the Greater Virunga Transboundary Strategic Plan among others.

3. CONSERVATION FOCUS AREAS

The key conservation areas of focus during the 2026 - 2030 period are:

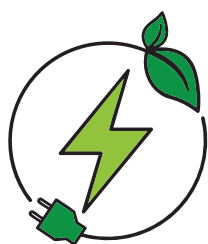


Forests, with critical emphasis on natural forests and forests on farms; The programme focuses on the entire forestry value chain—from establishing and strengthening forestry cooperatives to promoting value addition, market access, governance, and land-use planning. Key initiatives to be enhanced include Forest Landscape Restoration (FLR), which takes an integrated approach to land-based ecosystems, and Farmer Managed Natural Regeneration (FMNR), among other

Flagship wildlife species (Lions, Elephants, Gorillas, Chimps, Crested Cranes); Under this WWF UCO will build on past work with Uganda Wildlife Authority and partners to champion interventions that stabilize key wildlife populations threatened by various pressures. Efforts will focus on reducing threats, strengthening the capacity of duty bearers, deploying technology for surveillance and response, and promoting human–wildlife coexistence through the new C2C and One Health approaches.



Freshwater ecosystem conservation; WWF UCO will address key challenges related to unsustainable management of freshwater resources by working with partners to protect wetlands, riverine systems, aquatic biodiversity, and inland fisheries. Priority actions will include catchment-based management, fresh water resources governance, and freshwater Nature-Based Solutions for climate adaptation and resilience. Policy engagement will align with the Freshwater Challenge to help Uganda meet its 30×30 targets for restoration, protection, and connectivity of wetlands and river systems.



Renewable Energy (RE) and Climate Change: WWF UCO will advance climate policy work while promoting climate change mitigation and adaptation initiatives. Priorities include Climate-Smart agriculture, carbon sequestration, and carbon financing. WWF UCO will also build partnerships with the private sector to develop innovative financing mechanisms that boost access to renewable energy technologies, clean cooking and Energy Efficiency solutions.



Socio-economic well-being and Community Resilience; WWF UCO will strengthen local livelihoods and community resilience as an integral and crossing cutting part of all the four conservation programmes. This includes promoting sustainable income-generating activities, supporting human-wildlife coexistence, and empowering Indigenous People and Local Communities (IPLCs) to adopt climate smart practices. Robust ESSF procedures and risk management will be applied to ensure no harm and safeguard community interests.

3.1. Overview of priority ecosystems, species and habitats

Our priority conservation landscapes are the Greater Virunga Landscape (GVL) and other key landscapes in northern and north eastern Uganda. The GVL is transboundary - represented by two specific sub-landscapes; Bwindi-Mgahinga Conservation Area (BMCA) and Greater Rwenzori.

Bwindi-Mgahinga Conservation Area (BMCA), located in southwestern Uganda, borders DRC and Rwanda, and spans the districts of Kisoro, Kabale, Rubanda, and Kanungu - with a combined population of about **1.28 million** people (UBOS, 2024). It comprises Bwindi Impenetrable National Park—a UNESCO World Heritage site and one of the world's richest biodiversity hotspots. The landscape features montane and lowland tropical forests, supporting iconic species such as the mountain gorilla, golden monkey, and numerous Albertine Rift endemics.

The Greater Rwenzori Sub-landscape covers about **392,100 hectares** and encompasses the Queen Elizabeth Conservation Area (QECA) which includes Mt. Rwenzori National Park and Queen Elizabeth National Park. It spans eleven districts: Kabarole, Fort Portal City, Bushenyi, Mitooma, Ntoroko, Bundibugyo, Kamwenge, Bunyangabu, Rukungiri, Rubirizi, and Kasese. The sub landscape is a rich biodiversity hotspot, and a critical ecological transition zone between savannah, wetland, and montane forest systems. It features montane and mid-elevation forests, particularly on the slopes of the Rwenzori Mountains, and riverine forests within and around Queen Elizabeth National Park and associated wildlife corridors. However, forest ecosystems are under increasing pressure from encroachment for agriculture, charcoal burning and timber extraction and invasive species.

The Murchison-Semliki Sub-landscape, east of Lake Albert in midwestern Uganda, spans approximately 2.3 million hectares and includes twelve districts: Masindi, Hoima, Kikuube, Buliisa, Kiryandongo, Kagadi, Kibaale, Kyenjojo, Kabarole, Kyegegwa, Ntoroko, and Kakumiro; with a combined population of about **4.18 million people** (UBOS, 2024). It lies within the Albertine Rift, a biodiversity hotspot, and connects key forest areas such as Murchison Falls National Park, Budongo, Bugoma, Kagombe, and Kitechura CFRs. Deforestation and forest degradation within the landscape are widespread, driven by commercial agricultural expansion, charcoal production, illegal logging, and subsistence farming. Natural forests outside protected areas are fragmented, disrupting vital ecological corridors and threatening the survival of species like chimpanzees. Within protected areas, unsustainable harvesting of timber, poles, and firewood, compounded by weak enforcement, continues to degrade forest integrity.

**Bwindi-Mgahinga
Conservation Area**

**1.28 million
people**

**The Greater
Rwenzori Sub-
landscape**

**392,100
hectares**

**The Murchison-
Semliki Sub-
landscape,**

**4.18 million
people**

**The Greater
Kidepo-Elgon
Landscape**

**8.5 million
people**

**The West Nile
Sub-landscape**

**3.87 million
people**

The Greater Kidepo–Elgon Landscape spans Uganda’s Karamoja, Elgon, and Kyoga regions, supporting a population of over **8.5 million people** (50.5% female) across more than thirty districts. This ecologically diverse area includes iconic ecosystems such as Kidepo Valley national park, Mount Elgon national park, and the Lake Kyoga basin. It is home to varied ethnic communities Karamojong, Iteso, Bagisu, Basoga, Acholi, and others united under prominent cultural institutions including the Busoga Kingdom, Obuemorimor bwa Iteso, and Papaa Angasuban of Karamoja. This sub landscape is unique with two distinct group of Indigenous Peoples i.e. The Benet in Mt. Elgon and the Ik in Karamoja. The landscape features critical freshwater systems such as Lake Kyoga, Victoria Nile, and rivers like Sironko, Omaniman, and Katonga, vital for farming, fishing, and biodiversity. However, it faces growing threats from drought, habitat degradation, and human-wildlife conflict. Though not among our major landscapes of focus, WWF UCO will consider this landscape upon unique value we shall add and on invitation by other actors to share knowledge and expertise.

The West Nile Sub-landscape is a culturally diverse region, located in northwestern Uganda, bordered by the Democratic Republic of Congo (DRC) to the west, South Sudan to the north. It encompasses twelve districts Adjumani, Pakwach, Arua, Koboko, Maracha, Moyo, Nebbi, Yumbe, Madi-Okollo, Obongi, Terego, Zombo and Arua City, with a combined population of about **3.87 million people** (UBOS, 2024). Natural forests in the West Nile Sub-landscape are increasingly fragmented and degraded, due to population pressure, agricultural expansion, overharvesting of wood for fuel, and settlement, particularly in refugee-hosting districts. Private and community forests are poorly managed and vulnerable to encroachment. Several areas still retain important forest cover, particularly in hilly landscapes and around rivers like the Albert Nile, Enyau, and Kochi.

3.2. Ecological significance, threats, and opportunities

The 2026-2030 themes were selected taking into account the following issues:

Biodiversity (wildlife): Uganda has a total of **18,783 species** of both flora and fauna⁵ thereby rendering Uganda to be globally recognized as a biodiverse rich country.

11% of the world’s recorded bird species, which amounts to a remarkable **1,063** different species, constituting half of Africa’s bird diversity.

7.8% of the globe’s mammal diversity, encompassing **345** species, of which **39%** are exclusive to Africa.

19% of Africa’s amphibian species (86 species) and **14%** of its reptile species (142 species)

1,249 recorded butterfly species and an astonishing **600** species of fish.

Over **5,406** plant species, including 30 that are endemic to Uganda.

Significant portion of Uganda’s biodiversity is housed within protected areas⁶. However, it is estimated that over **50%**⁷ wildlife exists outside Protected Areas (PA’s), although much of this biodiversity is poorly documented or not known.

5 NEMA (2019); NBSAP

6 NEMA (2019); NBSAP

7 MTWA (2014)

For example, status of terrestrial and aquatic wildlife and plants outside PA's is not known, while below-ground biodiversity is little known.

Biodiversity Habitats⁸:

- Forests: **34%** within PA's and **64%** outside PA's
- Grasslands: Grasslands/savannas cover more than **50%** of the land area of Uganda
- Aquatic: about **20%** of the surface area of Uganda is underwater i.e. lakes (46,900 sq. km), swamps (7,300 sq. km) and rivers (2,000 sq. km).
- Wetlands: approximately **11%** of land surface

Despite this richness, Uganda continues to face high rates of biodiversity and habitat loss estimated at **10–11%** per decade⁹ —driven by encroachment, unsustainable resource use, and weak policy enforcement. While some flagship species like mountain gorillas, elephants, and rhinos show signs of recovery due to conservation efforts, populations of big cats and other carnivores¹⁰ are declining¹¹ because of poaching, illegal wildlife trade, retaliatory killings, habitat degradation, and human-wildlife conflicts.

The underlying causes include weak governance, low management capacity, insecure land tenure, population growth, competing land uses, and climate change.

The 2026–2030 strategy will address these challenges by focusing on protecting key species, restoring and connecting habitats, strengthening community stewardship, and improving governance and sustainable management inside and outside protected areas.

Forest Conservation: Uganda's forests cover about **13%** of the country's land area but face significant loss driven by agricultural expansion, settlement encroachment, unsustainable harvesting, and illegal trade in forest products. These pressures are rooted in weak enforcement of forest policies; inadequate management and regulation of forest use; unclear land and forest tenure systems; land use changes that replace natural forests; inefficient technologies; rapid population growth and changing consumption patterns; climate change impacts; and the country's heavy reliance on biomass for household and commercial energy uses.

Since the 1990s, natural forests outside protected areas have reduced **from 3.32 million hectares** (ha) to 0.66 million ha, a fall of 80%, and from **1.53 to 1.07 million** ha within protected areas, a smaller yet still worrying loss of 30%¹². Approximately 38% of the remaining 1.73 million ha of natural forests are on private land and 62% in Forest Reserves, National Parks and Wildlife Reserves. On the other hand, Uganda's plantation forest area increased during the same period from **32,225 to 107,608 ha**, with 63% of new plantation in forest reserves and 27% on private land¹³. Uganda aspires to increase forest cover through integrated landscape approach from 12% to 18% of land surface by 2030¹⁴.

Fresh Water Resources: The water resources in Uganda exist in the form of ground and surface water, precipitation and ice on top of Mt. Rwenzori. Uganda's water availability fluctuates due to changes in water catchments mainly due to change in land use and land cover (LULC) and climate change¹⁵.

8 NEMA (2015-2025) NBSAPII

9 NEMA (2019); NBSAP

10 UWA (2024). Strategic Action Plan for Large Carnivore Conservation in Uganda (2024-2034)

11 *ibid*

12 MWE (2021); National REDD+ Strategy

13 *Ibid*

14 GoU (2021); NDP III

15 MWE (2024); Status of Water Resources in Uganda

On the other hand, there is increased demand for water for social and economic uses, declining water quality in several hotspots due to pollution and sedimentation, and increasing water use related conflicts due to competing water uses and demand and unsustainable inland fisheries practices. Uganda developed and implements catchment based Integrated Water Resources Management (IWRM) as a tool for sustaining water availability and water quality whilst increasing access and use efficiency.

Declining trends in the quality and quantity of water resources are driven by several factors: Degradation of catchments and water sources; pollution; unsustainable infrastructural development and overuse and depletion of water resources. The following underlying factors for these drivers include; weak implementation of water, energy and other economic policies; low capacity to manage and protect water resources and water sources especially at the grassroot level; low capacity to control pollution; low capacity to regulate water use for economic uses; issues concerning the tenure of land; increased demand and use of water due to population growth and consumption patterns; Water Use Conflicts; and impacts from climate change.

Climate Change Adaptation and Mitigation: Uganda's climate is largely tropical with most parts of the country experiencing bi-modal rainy seasons per year except for the northern region and is largely influenced by Inter Tropical Convergence Zone (ITCZ) systems.

Uganda has experienced a decreasing trend in the annual rainfall at the rate of 10.3 mm per decade for the periods 1951 to 2020, while average temperature has increased at a rate of 0.23 °C/decade since 1950¹⁶. At the same time, Uganda's greenhouse gas emissions increased from 53.4 MtCO₂e in 2005 to 90.1 MtCO₂e in 2015 according to their NDC¹⁷, and continued to rise. Climatic changes have caused severe dryness (e.g., droughts) and wetness (e.g., floods) countrywide, thereby undermining ecosystems goods and services and livelihoods security and investments. There is low resilience of local economies and livelihoods to effects of climate change due to limited capacity for applying technologies to mitigate or adapt to climate change effects. Uganda aims to strengthen resilience of ecosystems and livelihoods through multiple mitigation and adaptation initiatives.

The main drivers of climate change include high rates of deforestation, unsustainable agricultural practices, fossil fuel combustion, industrial activities, and inadequate waste management. These drivers are influenced by several underlying factors, such as the performance of climate, energy, forestry, water, and land-use policies; institutional capacity to mitigate and adapt to climate change; land and natural resource tenure systems; global climate dynamics; and the affordability and accessibility of renewable energy technologies.

Renewable Energy: Uganda has considerable underutilized renewable energy resources for energy production and provision of energy services. These resources include hydropower, biomass, geothermal, wind and solar energy. According to the Energy Policy¹⁸ (2023), Uganda aims to increase the use of clean and modern energy on- and off-grid from 57% to 100% by 2040, thereby, ensuring energy security, independence and diversification

16 MWE (2021); Uganda NDC

17 Ibid

18 MEMD (2023): Energy Policy for Uganda 2023

of energy supply sources and technologies. Overall, the energy generation has increased over the years registering a maximum value of 4,748.8 GWh in 2021¹⁹. In 2021, most of the energy was generated from hydro-power plants (large hydro=78%, small hydro =13%), thermal plants (1%), Cogeneration/Bagasse (6%) and Solar (2%). The overall RE power generation potential is estimated to be about 7,200 MW²⁰.

Non-state actors' space and processes: Uganda's conservation space is characterized by enabling policy, legal, regulatory environments conducive for conservation action and engagement. Sustainable development and Conservation plans and strategies are adequate to guide engagement of non-state actors in conservation. This is notwithstanding gaps and shortcomings in policies and practices that require strengthening. Mandated institutions at national and subnational levels are in place and functional.

In addition to mandated institutions, the conservation landscape has active non-state actors (NGOs, civil organizations, private sector, academia) promoting conservation and sustainable development. There are several conservation networks and citizen participation platforms providing avenues for their contribution towards conservation agenda at local, sub-national and regional collaboration levels. WWF participates in several networks and platforms, including being a host or facilitator. Uganda aspires to increase citizens and private sector engagement in conservation agenda and action.

Innovations to solve conservation challenges: Uganda experiences low application of conservation innovations due to weak institutional and stakeholder capacities for access and adoption of innovations. These challenges tend to undermine efforts to deliver conservation benefits to the economy and livelihoods. Uganda aspires to increase access and uptake of technologies to tackle challenges in the sustainable development pathway. Regional and international cooperation: Uganda is a member of several regional economic blocs, including the African Union (AU), East African Community (EAC), and the Intergovernmental Authority on Development (IGAD), as well as regional initiatives such as the Nile Basin Initiative (NBI) and the Greater Virunga Transboundary Collaboration (GVTC). Uganda also serves as co-chair of the Coalition of Finance Ministers for Climate Action, alongside the Netherlands. As co-chair, Uganda is focusing on climate adaptation, integrating climate objectives into fiscal policy, and mobilizing both public and private sector resources. Notably, WWF has recently been approved as a Knowledge Partner to the Coalition of Finance Ministers for Climate Action. WWF UCO has played an instrumental role in supporting and advancing this partnership.

Uganda is also a signatory to numerous international environmental conventions, including the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on Migratory Species (CMS), the Ramsar Convention on Wetlands of International Importance, and the United Nations Framework Convention on Climate Change (UNFCCC), as well as the Paris Agreement.

19 ERA website

20 MEMD (2014): Energy and Minerals Sector Strategic Plan

Global conservation planning aims to align investments with commitments outlined in these conventions and agreements. The Uganda Country Strategic Plan is designed to support the country's obligations under these international frameworks and contribute to the implementation of relevant global and regional agendas.

There are global funding mechanisms such as Global Climate Fund (GCF), Global Environment Facility (GEF), Zero Emissions/REDD+, Renewable Energy Transition, Global Biodiversity Framework (GBF) which provide opportunities for funding conservation action. The Uganda Country Strategy Programme targets to tap into these global financing mechanisms for financing its implementation.

Uganda actively engages in transboundary conservation initiatives such as the International Gorilla Conservation Programme (IGCP), GVL, the East Africa Community Renewable Energy policy and transboundary movement of Renewable Energy products with East Africa center for Renewable Energy and Energy Efficiency (EACREEE), as well as the working group of the Inland Fisheries under the Blue Foods Alliance by the Lake Victoria Fisheries Organization (LVFO). Uganda aspires to actively engage and or benefit from international and regional collaborative efforts towards conservation of in-country and transboundary resources.

3.3. Conservation goals for each focus area

Table 3.1 Conservation focus and goals

Conservation focus area	Conservation Goal
Forest (Natural forest and Farmland)	Goal 1: By 2030, the integrity of 300,000ha of High Conservation Value forests in and outside Protected Areas is maintained
Flagship wildlife species (Lions, Elephants, Gorillas, Chimpanzees, Cranes)	Goal 2: By 2030, the population of flagship wildlife species in priority landscapes stabilized or increased
Renewable Energy and Climate Change	Goal 3: By 2030, WWF UCO achieves 1.1 MtCO ₂ e emission reduction
Freshwater ecosystems (wetlands, riverine systems, aquatic biodiversity)	Goal 4: By 2030, the ecological integrity, health and resilience of freshwater ecosystems and biodiversity is improved.
Resilience of Livelihoods & Ecosystems	Goal 5: By 2030, the Resilience of communities & Ecosystems against impact of climate change Improved
Human Wellbeing	Goal 6: By 2030, the socio-economic well-being of targeted communities is improved
Regional Integration and transboundary initiatives	Goal 7: By 2030, Regional and Transboundary programmes hosted by WWF Uganda effectively coordinate and provide targeted technical and financial support, enabling WWF Country Offices and regional bodies to implement high-impact, aligned conservation initiatives.

3.4. Human well-being outcomes

The CSP 2026–2030 places inclusive conservation at the centre of its vision, ensuring that people and nature thrive together. By maintaining the integrity of high Conservation Value forests, communities will benefit from secure ecosystem services, sustainable forest product value chains, and improved and equitable access to forest resources.

This directly supports livelihoods, food security, and community resilience. Reduced threats from illegal logging and encroachment help safeguard these benefits for the long term. The wildlife goals strengthen human well-being by reducing human–wildlife conflict by 30% in priority landscapes and stabilising flagship species populations, helping families avoid loss of crops and livestock while unlocking opportunities for eco-tourism and other sustainable income streams. Improved habitat integrity and reduced risk of zoonotic diseases also, contributes to healthier communities

The CSP's climate goals are deeply linked to community well-being through reducing emissions and building resilience to climate change. By enabling households and institutions to adopt renewable energy and energy-efficient technologies, families lower fuel costs. Ecosystem-based adaptation and nature-based solutions help communities better withstand droughts, floods, and other climate risks. Strengthened resilience means households can maintain food production even as climate impacts intensify.

Improved water governance and restoration of wetlands, rivers, and catchments through the freshwater programme will guarantee more reliable water supply and better ecosystem services for people and nature alike. Through its focus on transforming food and agricultural systems, the CSP will help households and producer groups adopt climate-smart agriculture and nature-based solutions that boost productivity and income. Communities will gain skills in business management, develop nature-based enterprises (NBEs), and access sustainable markets, enabling diversified livelihoods and greater financial security for vulnerable groups, especially women and youth.

Finally, the CSP prioritises community participation and inclusive governance. By supporting local institutions and platforms for natural resource management (NRM), water governance, and forest stewardship, communities — especially women and youth will have a stronger voice in decision-making and benefit more equitably from conservation initiatives. Together, these actions ensure that people not only contribute to conservation success but thrive with greater security, opportunity, and well-being.

3.5 Inclusive conservation

At WWF UCO, we recognize that effective and lasting conservation outcomes depend on placing people at the heart of conservation. Our inclusive conservation approach ensures that the rights, needs, knowledge, and voices of local people and Indigenous Peoples and Local Communities (IPLCs) are respected and integrated at every stage of conservation action — from planning to implementation and benefit-sharing.

WWF UCO's Country Strategic Plan (CSP) 2026–2030 explicitly integrates inclusive conservation as a cross-cutting principle across all thematic areas — forests, wildlife, freshwater, climate and energy, and organizational

development. Communities are empowered to take an active role in managing forests, wildlife habitats, freshwater ecosystems, and climate-smart landscapes by strengthening participatory governance structures and amplifying community voices in conservation planning and decision-making. Sustainable livelihood options, such as nature-based enterprises, community forestry, and climate-smart agriculture, are designed and implemented based on community priorities and requests to ensure that local people see tangible benefits. WWF UCO also aims to empower youth as conservation champions, recognizing their role as current and future custodians of biodiversity. This includes creating opportunities for their meaningful involvement in restoration, monitoring, and advocacy.

Gender equity and social inclusion are woven throughout the CSP to address barriers faced by women, youth, and other marginalized groups. This includes applying Free, Prior and Informed Consent (FPIC) processes where applicable to uphold community rights and ensure meaningful participation. The CSP also commits to implementing site-specific gender and social inclusion actions, conducting social safeguards analyses, and tracking progress through measurable indicators. The CSP further recognizes the value of Indigenous and local knowledge systems, supporting platforms that integrate traditional wisdom alongside scientific research to develop culturally appropriate and context-specific solutions.

WWF UCO's inclusive conservation approach aligns with WWF's global commitment to people-centered conservation and supports Uganda's national policies on community resource rights and equitable development. By centering equity, rights, and local knowledge, the CSP aims to deliver conservation results that are not only ecologically effective but also socially just, resilient, and sustainable.

3.6 Theory of Change

The WWF UCO Country Strategic Plan is anchored on the 2050 vision: "Uganda achieves a just transition to a low carbon development pathway whilst maintaining and restoring resilient forest landscapes, wildlife populations and freshwater ecosystems that support biodiversity and socioeconomic transformation." This vision is grounded in WWF's global mission: "to build a future in which people live in harmony with nature." It also aligns closely with WWF's Roadmap 2030, which aims to halt and reverse biodiversity loss by the end of this decade and lay the foundation for a nature-positive world.

WWF UCO's Theory of Change (Figure 2-1) illustrates how the organization will contribute to this vision by tackling the root causes of biodiversity loss, enhancing the resilience of ecosystems and communities to climate change, promoting the sustainable and equitable use of natural resources, and supporting improved community livelihoods. The OSP is structured around four interlinked and mutually reinforcing conservation programmes—Forests, Wildlife, Freshwater, and Climate & Energy. These are supported by cross-cutting pillars including inclusive conservation, governance, policy and advocacy, gender equity and social inclusion (GESI), organizational development, planning, monitoring, evaluation and learning (PMEL), and environmental and social safeguards (ESSF).

These cross-cutting pillars are fundamental to the success of the thematic programmes. Inclusive conservation, as highlighted above, ensures that adjacent communities meaningfully participate in, contribute to, and benefit from conservation efforts. PMEL underpins the effective delivery of the CSP by providing clear targets and indicators, tracking progress and impact, and creating space for learning and adaptive management. Environmental and social safeguards provide a framework for identifying and managing risks, ensuring that conservation actions do not unintentionally cause harm and instead deliver positive social outcomes.

The pathways of change that WWF UCO will pursue over the OSP period are illustrated in the figure below.

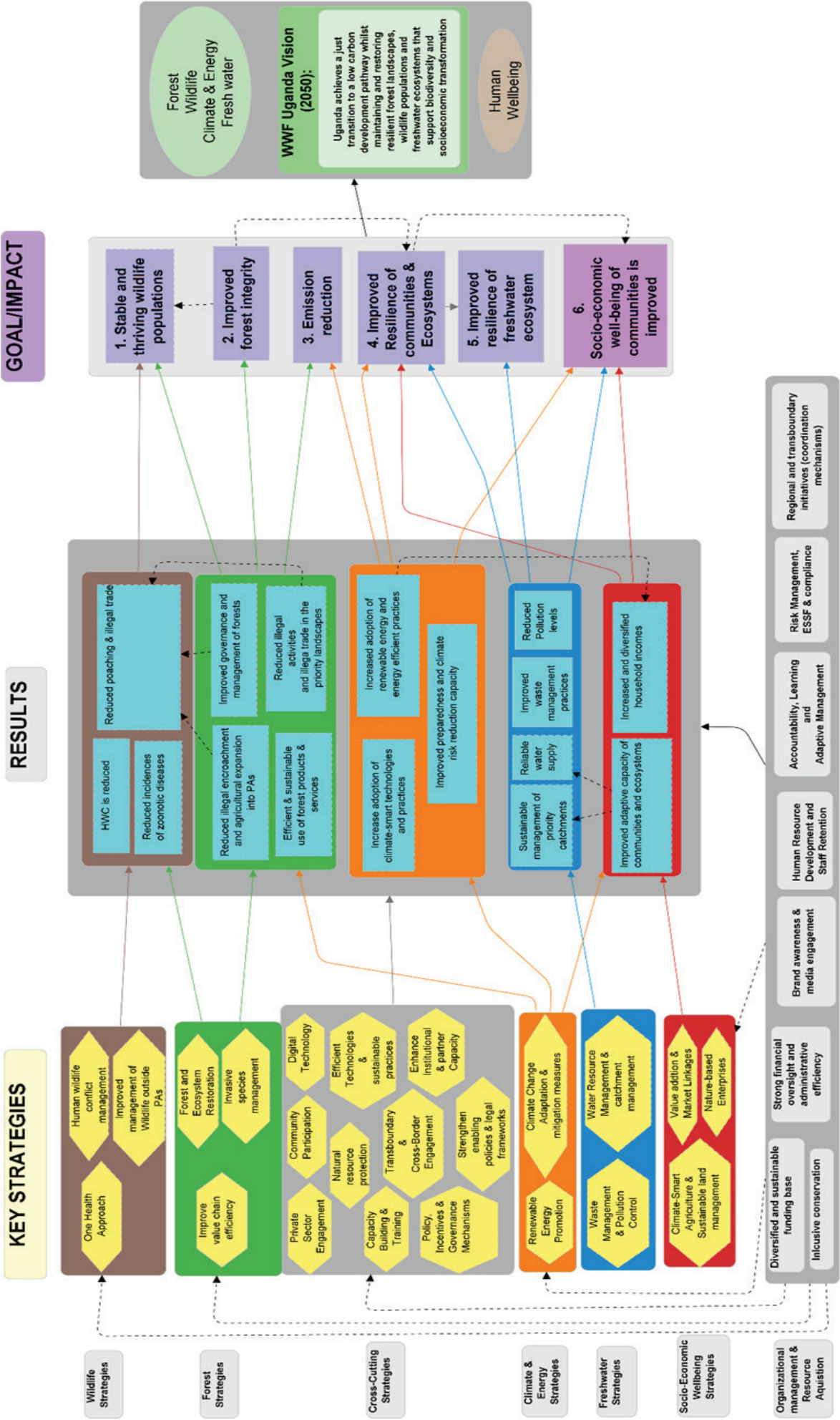


Figure 3.1. The Theory of Change

4. CONSERVATION PROGRAMME PORTFOLIO

4.1. Description of key conservation programmes

Under the new OSP, WWF UCO's conservation portfolio is anchored in four flagship programmes -Forests, Wildlife, Freshwater, and Climate & Energy - which collectively respond to the country's urgent environmental and socio-economic challenges. These programmes are designed to deliver impactful, landscape-scale interventions that conserve biodiversity, enhance ecosystem services, and improve community well-being. Each programme aligns with Uganda's national development priorities and contributes to regional and global conservation frameworks, including the Sustainable Development Goals (SDGs), the Global Biodiversity Framework (GBF), the African Union's Agenda 2063 and the AFR100 initiative as well as WWF's RM2030. Together, they reflect WWF UCO's ambition to secure nature's benefits for people and the planet by 2030.

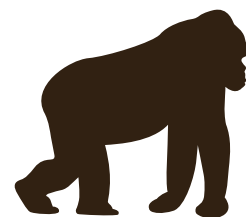
In addition, the four flagship programmes are complemented by three transboundary regional programmes: the African Regional Energy Hub, the Greater Virunga Landscape Initiative, and the International Gorilla Conservation Programme. These regional collaborations strengthen WWF UCO's ability to tackle cross-border conservation challenges and promote sustainable development across shared ecosystems.

4.1.1 Forest Programme

The forest programme is a bold response to the country's alarming 2.6% annual forest loss. Uganda's forests are more than landscapes; they are life-support systems for over eight million people, home to **60%** of the world's remaining mountain gorillas, chimpanzees, vital to national water security and a \$1.6 billion tourism economy. Yet they face mounting threats including illegal logging, agricultural encroachment, invasive species, and climate shocks. Without urgent action, the country risks irreversible biodiversity loss, increased climate disasters, and economic decline in forest dependent sectors like agriculture and tourism.

The forest programme aims to improve the integrity of High Conservation Value (HCV) forests within and outside protected areas through Strengthening the management and restoration of 300,000 hectares of High Conservation Value (HCV) forests by 2030 and facilitating a transition to sustainable models of production for key commodities (such as coffee, cocoa) and consumption of forest resources for the benefit of people and nature.

This will deliver measurable results including increase in forest cover, reduction of invasive species in protected areas, and livelihood improvement for over 2,000 forest dependent households. Implementation focuses on five WWF priority landscapes-Murchison-Semliki, Greater



60% of the world's remaining population of mountain gorillas are found in Uganda

Rwenzori, Bwindi-Mgahinga Conservation Area, West Nile, and Greater Kidepo-Elgon-encompassing Protected Areas, Central Forest Reserves, critical watersheds, and private forest lands. Under the forest program we will aim to support Deforestation and conversion free supply chain models in Coffee and Cocoa, that target sustainable commodity production systems while ensuring communities increase incomes while protecting forest resources.

4.1.2 The Wildlife programme

Uganda's wildlife is both a global treasure and a national lifeline. From holding over half of the world's remaining mountain gorillas to majestic elephants, tree-climbing lions, and chimpanzees, these species are central to Uganda's ecological identity and contribute \$1.7 billion in tourism. Yet this natural heritage faces growing threats from poaching, habitat loss, and escalating human-wildlife conflict. Our Wildlife Programme will address these challenges directly, within priority ecosystems of Bwindi Impenetrable Conservation Area, Queen Elizabeth Conservation Area and the wildlife corridors, and the key wetlands, to protect key biodiversity and strengthen national resilience.

Innovation and community-driven actions will be at the heart of the Wildlife programme. From the volcanic slopes of Mgahinga to the expansive savannahs of Kidepo Valley, WWF UCO continues to leverage technology and local partnerships to transform conservation efforts. This strategy shall leverage the power of technological advancement to unlock potential in contemporary wildlife management; including but not limited to digital Wildlife Tourism Hubs, featuring virtual gorilla treks, and digital marketing training for youth, in revitalizing ethical and inclusive tourism. Meanwhile, working alongside UWA and other Partners, UCO's investments in solar-powered ranger stations, GPS-enabled patrols, Apiary fence and the restoration of wildlife corridors with the associated livelihood alternative options has started to show early signs of reducing human-Wildlife conflict in targeted hotspots around National Parks. Restoration of 50,000 hectares of degraded habitat has shown early stages of improving water security, carbon storage, and overall ecosystem health and this will be bolstered with new innovations such as Performance Based Payment schemes. Building on the UCO current programs across the GVL, there are early signs that it is possible to dismantle wildlife trafficking networks across Eastern Africa through regional collaboration with the Greater Virunga Transboundary Collaboration. Through this strategy, WWF UCO adopts the Conflict to Co-existence (C2C) approach to addressing Human Wildlife Conflict. The C2C approach encompasses six elements namely Policy & Governance, Prevention, Response, Mitigation, Understanding Interactions and Monitoring is an effective mechanism to not only mitigate but actually reduce HWCs.

In terms of socio-wellbeing, this programme will generate at least 5,000 direct green jobs with 40% targeting women and youth in sustainable eco-tourism, beekeeping, NBEs, and conflict mitigation. In marginalized communities such as the Batwa, restored landscapes will improve health, reduce poverty, and increase climate resilience. Continuing our Conservation education in schools will build the next generation of stewards, while Uganda's nature-based tourism sector is poised to surpass \$2 billion by 2030.

4.1.3 The Freshwater programme

This programme aims to strengthen the management and resilience of critical freshwater ecosystems (including Ramsar sites) in Uganda through targeted

interventions that address water quality and quantity, aquatic biodiversity, wetland integrity and enhancing community livelihoods.

The program focuses on enhancing the quantity and quality of freshwater resources, stabilizing the diversity of aquatic flora and fauna which enhances fisheries resources for improved nutrition and food security.

It promotes the adoption of sustainable land use practices to reduce pollution from agriculture, innovative waste management practices including campaigns against single use plastics, restoring, protecting and sustainably managing riparian areas and water catchments. It also seeks to promote future-proof water governance systems by building national and local-level catchment institutional capacity for ecological planning, management, monitoring and decision-making, while fostering sustainable consumption and production of freshwater resources.

4.1.4 Climate and Energy Programme

This programme is a strategic response to the country's increasing climate vulnerability and energy poverty. Uganda faces rising temperatures, unpredictable rainfall, and more frequent extreme weather events that endanger lives, livelihoods, ecosystems, and national development progress. Simultaneously, over 90% of the population relies on wood fuel for energy, driving deforestation and greenhouse gas emissions, leaving communities especially women and children exposed to harmful indoor air pollution. Energy deficit and inequality in rural areas further undermines efforts for increasing productivity.

By 2030, WWF UCO aims to reduce greenhouse gas emissions by 1.1 MtCO₂e and enhance the resilience of communities and ecosystems to the impacts of climate change through integration of food systems by promoting renewable energy for irrigation, food processing, and storage; supporting climate smart agriculture and utilising agricultural wastes for bioenergy. This dual focus on mitigation and adaptation lies at the heart of the programme. To achieve this, the programme promotes a just energy transition, productive use of energy and climate-smart development pathways by; Promoting the adoption of renewable energy and energy-efficient practices, supporting green jobs, improved forest management and agroforestry to enhance carbon sequestration and ecosystem services. The programme will equally engage financial institutions through various financing models to support access to renewable energy and Climate Smart Technology. It also promotes climate-smart technologies and practices, ecosystem-based adaptation (EbA) measures, building climate preparedness and risk reduction capacity.

4.1.5 Regional and transboundary initiatives

WWF UCO actively engages in transboundary conservation efforts and regional programming through key initiatives such as the African Regional Energy Hub (REH), International Gorilla Conservation Programme (IGCP) and Greater Virunga Landscape Initiative.

The REH, hosted by WWF UCO, plays a pivotal role in advancing Africa’s transition to clean, affordable, and sustainable energy systems in collaboration with WWF country offices in Uganda, Kenya, Tanzania, Madagascar, Zambia, DRC, and Mozambique. As a knowledge center and policy influencer, the Hub promotes energy access, energy efficiency, and renewable energy adoption through coordinated technical support, strategic partnerships, and policy advocacy aligned with regional development and climate objectives.

WWF UCO leverages the Hub to provide technical expertise, facilitate regional policy dialogues, and drive cross-border collaboration—expanding access to renewable energy, improving energy efficiency, and reducing reliance on fossil fuels. These efforts complement the work of WWF UCO’s Climate & Energy and Forest Programmes.

The Greater Virunga Landscape Initiative strengthens collaborative conservation in one of Africa’s most biologically diverse transboundary areas, spanning Uganda, Rwanda, and the DRC. The GVL initiative contributes by supporting landscape-scale planning, development of transboundary strategic plans, deepening impact at scale, strengthening fundraising and monitoring frameworks, and supporting the implementation of shared conservation priorities among like-minded organisations. This initiative directly contributes to the Forests, Wildlife, Climate and Freshwater Programmes, ensuring that biodiversity is conserved, habitats are restored and protected, and communities benefit from sustainably managed natural resources.

The International Gorilla Conservation Programme (IGCP) focuses on safeguarding endangered mountain gorillas and their transboundary habitats in Uganda, Rwanda, and DRC. Through IGCP, WWF UCO contributes to advancing community-based conservation initiatives, and responsible ecotourism that generates income for local communities while incentivizing habitat protection. This initiative directly supports the Wildlife and forest Programmes while also contributing to Freshwater conservation in critical mountain watershed areas.

4.2. the 2026-2030 Conservation Goals and Outcomes

The overall goal of the 2026–2030 Country Strategy and Plan is to secure landscapes where conservation and sustainable development coexist in harmony. This goal will be achieved through 14 outcomes, summarized in Table 4.1 below. Detailed outcomes, KPIs, and baseline and target values are provided in Annex 1

Table 4.1. Goals and Outcomes

Goal	Outcomes
Goal 1: By 2030, the integrity of 300,000ha of High Conservation Value forests in and outside Protected Areas is maintained	1.1) By 2030, 300,000ha of degraded High Conservation Value forests in and outside Protected Areas are under effective restoration or improved governance and management
	1.2) By 2030, the efficient and sustainable use of forest products and services is enhanced in targeted value chains
	1.3) By 2030, illegal logging within natural forests in WWF priority landscapes has reduced by 20%.

Goal	Outcomes
	1.4) By 2030, illegal encroachment and agricultural expansion into natural forest areas will be reduced by 20%.
	1.5) By 2030, enabling policies and legal frameworks for sustainable management and restoration of High Conservation Value forests are strengthened
Goal 2: By 2030, the population of flagship wildlife species in priority landscapes stabilized or increased	2.1) By 2030, HWC is reduced by 30% in priority landscapes in line with C2C outcomes ²¹
	2.2) By 2030, priority wildlife habitats are sustainably managed and under restoration
	2.3) By 2030, illegal wildlife activities in the priority landscapes is reduced by 20% for priority species
	2.4) By 2030, the incidences of zoonotic diseases in priority landscapes are reduced
	2.5) By 2030, enabling policies and legal frameworks for the conservation and sustainable management of wildlife and PAs are strengthened
Goal 3: By 2030, WWF UCO achieves 1.1 MtCO ₂ eq of emission reduction	3.1) By 2030, 60% of targeted households and institutions have adopted renewable energy and energy efficient practices.
	3.2) By 2030, an additional 1,000ha in the priority landscapes are under improved forest management and agroforestry practices .
	3.3) By 2030, 3,020 value chain actors adopt sustainable production and consumption practices, aimed at reducing climate foot print.
	3.4) By 2030, enabling policies and legal frameworks for climate resilience, energy efficiency, and the sustainable adoption of renewable energy solutions are strengthened

21 https://wwf.panda.org/discover/our_focus/wildlife_practice/human_wildlife_conflict/c2c_approach/#:~:text=Its%20four%20assumptions%20for%20effective,BACK

Goal	Outcomes
Goal 4: By 2030, the management and resilience of critical freshwater ecosystems and biodiversity is strengthened	4.1) By 2030, water governance structures and water resources management in target landscapes are strengthened
	4.2) By 2030, 50,000 hectares of degraded catchments and riparian zones are sustainably managed
	4.3) By 2030, the capacity of institutions and communities to effectively monitor, sustainably utilize, and manage aquatic flora and fauna is enhanced
	4.4) By 2030, enabling policies and legal frameworks for the sustainable management, protection, and restoration of critical freshwater ecosystems are strengthened.
Goal 5: By 2030, the Resilience of communities & Ecosystems against impact of climate change Improved	<p>5.1) By 2030, 85% of targeted 10,000 households and institutions have adopted climate-smart technologies and practices</p> <p>5.2) By 2030, 70% of targeted communities have improved knowledge and attitude on climate-smart technologies and practices</p> <p>5.3) By 2030, ecosystem-based adaptation and NBS interventions are implemented in 4,600 ha in targeted landscape</p> <p>5.4) By 2030, 80% of 10,000 targeted households and institutions demonstrate preparedness and climate risk reduction capacity</p>
Goal 6: By 2030, the socio-economic well-being of targeted communities is improved	<p>6.1) By 2030, targeted households have diversified and increased sources of income.</p> <p>6.2) By 2030, 10,000 households have diversified agricultural value chains out of implementation of nature positive practices that protect critical ecosystems</p>
Goal 7: By 2030, Regional & Transboundary programmes hosted by WWF Uganda effectively coordinate & provide targeted technical & financial support, enabling WWF Country Offices & regional bodies to implement high-impact, aligned conservation initiatives.	<p>7.1) By 2030, Regional bodies or Economic Commissions are supported to revise or develop frameworks or policies that promote biodiversity conservation and access to sustainable and clean energy</p> <p>7.2) By 2030, the regional and transboundary programmes facilitate the development of at least 4 transboundary projects on sustainable and clean energy trade and/or biodiversity conservation..</p> <p>7.3) By 2030, X number of financial institutions or donors are engaged to finance the projects on sustainable and clean energy access and/or biodiversity conservation.</p> <p>7.4) By 2030, collaboration and coordination mechanisms for transboundary implementation are strengthened.</p>

4.3. **Overview of stakeholders involved and key partnerships**

During 2026-2030, WWF Country Office aims to engage state and non-state actors and stakeholders, regional bodies and partners to deliver the CSP goals (Table 3.1). WWF will develop Partners and stakeholder databases and update its Stakeholders and Partnerships strategy to specify the approaches and modalities for engagement with targeted stakeholders and partners. Among the strategies will be to support the mandates of national and local government, provide knowledge and conservation innovations and solutions, facilitate or convene stakeholder platforms and dialogues, engage financial intuitions and private sector and strengthen capacities of CSO/NGOs to implement their missions in support of WWF Country Strategy goals. With regards to landscape/community beneficiaries, WWF will aim to deliver a conservation agenda through provision of technical and financial resources, mobilizing their voices to influence conservation action.

WWF will develop or update its policy guidelines for fostering integration of WWF ESSF targeting gender, empowerment, youth and inclusiveness in all CSP interventions.

4.4. **Synergies between conservation and operational programmes**

The 2026-2030 CSP inherits priorities of the 2023 Organizational Development Plan (ODP) whose Goals is: Enhancing Operational Excellence through Organisational development to accelerate conservation impact. The 2026-2030 CSP will aim to strengthen cost-efficient operations for effective delivery of the CSP by addressing weaknesses or gaps in the operational systems, human resources (skills and numbers), data and information management, stakeholders and donor partnerships, resourcing the programme and compliance with global WWF policies encompassing risk management, inclusion, accountability, among others and as recommended by the 2023 ODP assessment. WWF UCO will apply the following strategies to improve efficiency and compliance with WWF policies;

1. **Communications & outreach:** WWF UCO will revise/update and apply communication strategies and improve communications messages, branding and dissemination using a variety of tools and platforms. WWF UCO will develop/update outreach strategies and establish or nurture strategic partnerships with mandated institutions, beneficiaries and the general public at local, national and regional levels. WWF UCO will aim to document and disseminate lessons on conservation practice and innovations. WWF UCO will allocate financial, technological and human resources to strengthen communication and outreach capacities.
1. **Finance & Administration:** WWF UCO will aim to be accountable for all resources invested in country Strategy implementation, including, compliance with donor accountability and reporting obligations. WWF UCO will strengthen outcome/output-based budgeting and reporting. In addition, WWF UCO will strengthen and align administration policies, procedures and structures in order to render cost-effective delivery of the Country Programmes.
2. **People & culture:** WWF UCO will strengthen its staff capacities to be commensurate with the scope of the CSP. This would also entail skilling and deployment of the right personnel in the right positions that are essential for the delivery of the CSP..
3. **Resource Mobilisation:** WWF UCO will implement its resource mobilization strategies in line with the 2026–2030 CSP, providing clear guidance for these efforts. It will focus on sustaining existing partnerships, diversifying partners and donors, and strengthening in-house resource mobilization capacity. WWF

will also streamline resource mobilization for national and regional initiatives in collaboration with ROA and WWF International..

- 4. Programme approach:** WWF will align its programme design and delivery to focus on impact, sustainability, and synergies across interventions at national and regional levels. For regional initiatives, UCO's mandate and structures for developing, implementing, and reporting will be further strengthened in collaboration with ROA, Country Offices, and Practices.
- 5. Country programme monitoring, evaluation and learning (PMEL):** WWF UCO will strive to strengthen its learning culture and adaptive management. In order to increase its impact, WWF UCO will use the data and information from programs to inform conservation practice and policies at local, national and international level. WWF will strive to strengthen its capacity to comply with PMEL policy and ensure accountability to beneficiaries and donors.
- 6. Compliance and risk:** WWF will revise its compliance and risk assessment and management whilst safeguarding WWF integrity and core values as well as conservation ethics. To achieve this, WWF UCO will strengthen staff capabilities for risk assessment and management and operational measures to effectively respond to detected risks.
- 7. Office management (Logistics, IT, procurement, footprint reduction, etc.):** WWF will seek to equip the Office with facilities for supporting efficiency in service delivery, retooling management and programme teams. WWF office and field operations will strive to comply with WWF policy on foot print on environment. Compliance measures and practices will be applied across all levels of operations and staff conduct.

5. RESOURCE ACQUISITION PRIORITIES

This section outlines WWF UCO Country Office's (UCO) resource acquisition priorities to fully fund its Organizational Strategic Plan (OSP) for FY2026–2030. It identifies key donor trends, internal financial patterns, strengths and challenges, and strategic actions to diversify funding sources, reduce dependency risks, and enhance financial sustainability.

5.1 Contextual Analysis

5.1.1 Global Trends Shaping Resource Acquisition

Globally, political instability and conflict significantly influence the allocation of development resources. The war in Ukraine, Israel's actions in Gaza and Lebanon, the Israel-Iran proxy tensions, DRC - Rwanda conflict, and the recent escalation between India and Pakistan have all shifted funding priorities. Many governments, including the UK and EU member states, are diverting funds from development aid toward defense and humanitarian response and strengthening military capabilities in anticipation of potential conflict. Migration pressures have also redirected significant donor funds to border security, refugee support, deportations, and domestic services, further shrinking resources for international development aid. In the U.S., Donald Trump's return to the presidency brought structural changes to foreign aid, including integration of USAID into the State Department and cutting its budget by up to **80%**. He reaffirmed the US withdrawal from the Paris Agreement, prioritized deregulation, boosted fossil fuel production, and weakened environmental protections through rollbacks on emissions standards and clean energy incentives.

These actions have eroded U.S. leadership on global climate issues and widened the gap between American policy and international climate goals. Devex also reports Trump administration plans to deregister climate organizations, undermining SDG 13 gains. Overall, Official Development Assistance (ODA) is undergoing major shifts: Donor Tracker (2025) notes at least 17 donor countries will

reduce budgets, totaling USD 31 billion in cuts, with many now shifting from aid to trade

5.1.2 Regional dynamics

Africa's external debt servicing exceeds \$700 billion and consumes over half of government revenues in some countries, leading to defaults, strained spending, and greater reliance on grants and concessional finance. Conflict persists in Sudan, eastern DRC, Somalia, and the Sahel. The region faces growing climate impacts: droughts, floods, and shifting rains worsen food insecurity and displace millions. In response, Donors are prioritizing climate adaptation, disaster preparedness, and resilient agriculture. At the same time, Africa's solar, wind, and hydro potential offers opportunities for clean energy investment and green transition leadership. With the youth population set to surpass 830 million by 2050, momentum is growing for investments in education, digital skills, and jobs. Innovation ecosystems are expanding, with digital infrastructure, fintech, and tech hubs attracting donor interest to accelerate inclusive development.

Regional integration, especially through AfCFTA, marks a major shift, boosting intra-African trade and coordination, and opening pathways for donor support to strengthen resilience, industrialization, and markets. The African Union’s Agenda 2063 sets out a vision for sustainable development rooted in stewardship, peace, and cooperation, with aspirations for climate-smart agriculture, resource management, and stronger global climate governance. These commitments are shaping a donor landscape favoring resilience, equity, and African-led solutions

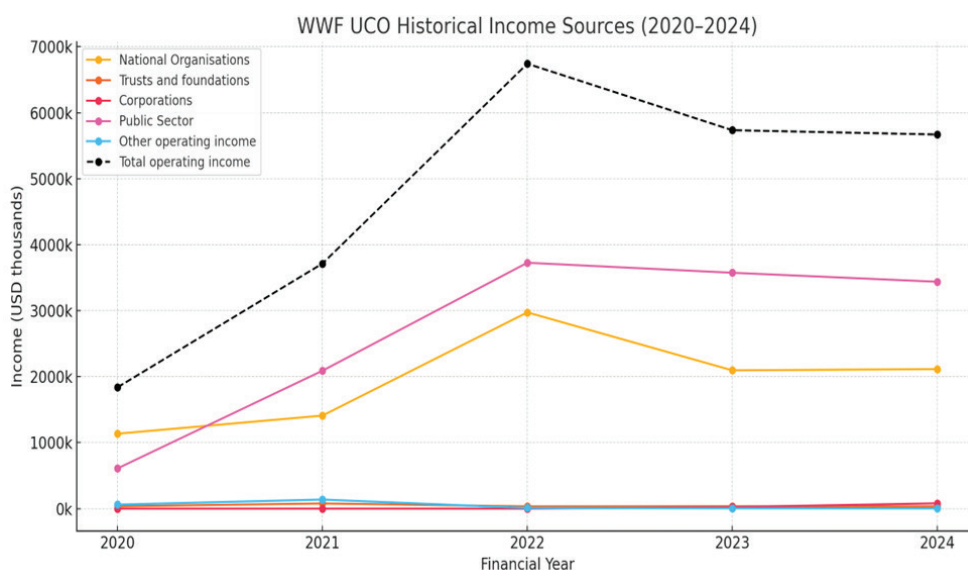
5.1.3 Uganda’s Donor Landscape

Uganda’s resource acquisition landscape is shaped by various factors. Political stability attracts funding, but concerns over the 2026 elections, governance, corruption, and LGBTI rights restrictions deter some donors. The National Climate Change Regulations (2025) under the Ministry of Water and Environment (MWE) establish an approval process for carbon projects, including submitting a project idea note, securing a letter of no objection, feasibility studies, and final project design. Projects must start within a year of approval or risk cancellation.

External aid flows are an important source of finance for Uganda, supporting projects across sectors. Aid, especially IFI loans, also helps to cover budget deficits and revenue shortfalls (Development Initiative, 2021). In 2023, top biodiversity donors were EC-INTPA (\$180.4M), World Bank (\$148.2M), AFDB (\$86.93M), Mastercard Foundation (\$31.92M), USAID (\$30.88M), SIDA (\$23.84M), and UK (\$20.61M). WWF Uganda’s largest donors are Denmark, Norway, Finland, and Canada — none overlap with Uganda’s top donors, showing growth potential for WWF Uganda. Trends in Public sector partners (PSP) Funding in 2023 show biodiversity finance is increasing but rarely accessible to INGOs. Localisation continues to grow. Technological advancements aid monitoring in climate finance projects, but rural infrastructure remains a barrier. Uganda’s biodiversity attracts climate finance, with new carbon market regulations expected to boost funding.

5.2 Historical Financial Analysis

Figure 5.1. Historical Financial sources



Over the past five years, Funding through the WWF Network funding has been WWF UCO's largest funding source, peaking in 2022 before a modest decline. Public Sector contributions and National Organization funding also peaked in 2022, then fell. Funding from Trusts, Foundations, and Other Operating Income stayed low and stable. Notably, funding from Corporations emerged in 2023, marking WWF UCO's emerging efforts to diversify its funding base.

5.3 SWOT Analysis

Table 5.1. SWOT analysis

Strengths	Weakness
<ol style="list-style-type: none"> 1. Ability to leverage existing grants for future funding. 2. WWF Uganda is well-established, with a strong presence at grassroots and the national enhancing advocacy and policy development. 3. Ongoing efforts to strengthen partnerships with government and other key stakeholders 4. Dedicated fundraising unit with strong capacity and backstopping from NOs, ROA, & WWF International 5. Strong financial systems/staff meeting donor regulations with a clean track record. 6. Experience with Public Sector partnerships i.e. EU UKAid, Dutch Aid, DANIDA, SIDA 7. Strong leadership and governance in-country 8. Diverse funding streams and unrestricted income 9. Loyal long-term donors supporting WWF UCO 10. Visibility spearheaded by communications department and strong brand 11. Geographical/landscape focus of country programmes 	<ol style="list-style-type: none"> 1. Limited engagement with local donors, corporates, and non-traditional partners like the private sector. 2. Low visibility within donor circles and inadequate communication of WWF's niche and impact. 3. Weak strategic use of WWF's promising practices to influence donor priorities and funding strategies. 4. Underinvestment in fundraising capacity, with few skilled proposal writers and limited internal resources for proactive proposal development. 5. Lack of a structured approach to partnership development and limited participation in consortia-led fundraising 6. Continued reliance on project-based funding, with insufficient focus on securing long-term, programmatic support. 7. High staff turnover, affecting continuity in fundraising, partnerships, and institutional knowledge.

Opportunities	Threats
<ul style="list-style-type: none"> Uganda is a donor priority country, with growing interest in conservation and green development in humanitarian and refugee-hosting contexts. Strong alignment with national policies and trust from the government enables collaborative interventions. Expanding corporate interest in CSR offers potential for private sector engagement. Active donor platforms (e.g., EU midterm reviews) provide entry points for strategic engagement. Opportunity to build resourceful partnerships, including with local actors, in line with the localization agenda. Potential to strengthen the landscape approach for broader programmatic impact. Continued support from NOs, RoA, and WWF International, with access to diverse technical and fundraising capacity. Availability of various funding windows and financing mechanisms to diversify income sources 	<ul style="list-style-type: none"> Shrinking funding for NGOs and USAID withdrawal Highly competitive funding environment with INGOs, major contractors, and local NGOs. Increasing donor reluctance due to Uganda's national restrictions on LGBT rights. Growing preference among donors to fund local NGOs directly, in line with the localization agenda. Government scrutiny and questioning of the legitimacy and role of civil society organizations. Insecurity in key landscapes (e.g., Greater Virunga Landscape) impacting field operations. Political uncertainty/risks of upcoming elections. Donor expectations for pre-financing or co-financing, which may strain internal resources. Community resistance linked to unresolved human-wildlife conflicts. Increased frequency of natural disasters threatening program continuity and operational stability.

5.4 Funding Gap

UCO seeks to raise USD 50,600,224 over the next five years and has so far secured USD 10,310,751 leaving a funding gap of USD 40,289,473. A budget of USD 510,501 is required to raise the funding. See Table 10.1 on cost projections.

5.5 Resource Acquisition Goal, Outcomes, Outputs and Indicators

5.5.1 Goal 8: A financially stable UCO with diversified and sustainable funding base

WWF UCO aims to diversify its funding base and ensure financial stability by securing at least five new donors by 2030. It will proactively engage local PSPs, private sector actors, trusts, and foundations to secure funding from at least three private companies and activate two income-generating projects. UCO also plans to join or establish at least five consortia to unlock additional conservation funding. Strengthening grant stewardship will be key to retaining 90% of existing donors, while building an effective internal system and team for resource mobilisation is expected to grow the donor pipeline by 50% by 2030.

5.5.2 Outcomes, Outputs and indicators

RA Outcomes		Indicators
8.1	By 2030, WWF UCO capacity for resource acquisition is strengthened.	Win rate - proportion of successful grants proposals
8.2	By 20203, WWF UCO has strengthened partnerships with donors (public, private foundations and trusts)	Donor retention rate Donor satisfaction Number of new partnership agreements secured
RA Outputs		Indicators
8.1.1	By 2030, WWF UCO has implemented its resources acquisition strategy (plan)	% of new RA strategy actions implemented
8.1.2	By 2030, WWF UCO staff and implementing partners capacity in fundraising and proposal development is strengthened	Number of capacity building events
8.1.3	By 2030, UCO shifts from predominantly short-term, project-based funding to securing at least 30% of its programmatic budget through multi-year (3–5 year) funding agreements	% of funding with 4+ years
8.1.4	By 2029, WWF UCO has secured new funding streams from non-traditional sources	Amount generated locally (within Uganda donors) new funding from private sectors and trusts and foundations
8.1.5	By 2030, donor engagement events at WWF UCO is enhanced	Number of donor meetings conducted
By 2030, WWF UCO has increased the number of consortium partnerships		Number of new consortium partnerships secured

5.6 Donor Analysis and Mapping

Uganda offers diverse donor opportunities for biodiversity and natural resource management, with strong support from partners such as the EU, SIDA, the UK Government, NORAD, and DANIDA. The EU-Uganda Forestry Programme alone provides four major avenues: The **Reforestation for Community Prosperity in Eastern Uganda (ReForEst)** project (EUR 14 million, 2024–2028) led by AICS Italy; WWF Uganda has already met AICS to pursue funding. Another operational initiative is the **Combating Illegal Timber Trafficking** project (EUR 5 million, 2024–2027) run by UNODC. FAO's **Job Creation in Forestry and Timber Value Chains** project (EUR 15 million, 2024–2029) and the **Forest Governance, Coordination, and Policy** project led by the MWE also offer entry points for WWF Uganda.

The UK Government also provides relevant opportunities. The Darwin Initiative Round 31 opens in September–October 2025, while the Illegal Wildlife Trade Challenge Fund Round 9 runs until March 2026 (£33 million). WWF UCO will also collaborate with organizations already holding major grants, such as UNDP's USD 24.4 million Green Climate Fund wetland restoration project. Other potential partners include Mastercard Foundation (youth-focused programs), the Bill & Melinda Gates Foundation (agriculture, nutrition,

WASH), and KOICA, whose 2022–2025 strategy commits up to USD 31.2 million for rural development. By tapping ongoing programs, building partnerships, and leveraging existing relationships, WWF Uganda can mobilize the resources needed for its long-term natural resource management vision.

5.7 Donor Engagement Plans

- **Continuous Donor Mapping and Strategic Positioning:** WWF will maintain a comprehensive resource acquisition strategy built on continuous donor mapping, strategic positioning, and early pre-positioning—ensuring it is recognised and engaged by donors as a credible partner before calls are announced.
- **Fundraising Calendar and Strategic Events:** A detailed fundraising calendar to track major deadlines, upcoming calls, and strategic events like the UN General Assembly, Africa Climate Week, and COP meetings. This will include key engagement milestones such as reporting deadlines and review cycles to support timely outreach and visibility.
- **Deepening Donor Relationships and Pipeline Tracker:** WWF shall strengthen its relationship-building approach by engaging current and past donors while cultivating new ones. Relationships will be nurtured with WWF network offices such as WWF Netherlands, Sweden, and Australia, as well as private sector partners like Uganda Breweries. WWF shall also implement recommendations from its private sector engagement strategy. A pipeline tracker will be regularly updated to monitor outreach, submissions, and feedback.
- **Tripartite Donor Relationship Management:** WWF will adopt the tripartite donor relationship management model, ensuring that at least three staff members—typically the country manager, a technical lead, and a finance or grant officer—jointly steward each key donor relationship.
- **Leveraging Influential Networks:** WWF will continue to leverage its board, high-net-worth individuals (HNWIs), and global alliances to secure introductions, build influence, and champion its funding priorities. Strategic partnerships with development banks, philanthropic networks, and private sector actors will support access to pooled and donor-advised funds (DAFs). WWF UCO’s plans to enhance private sector engagement, including payment for ecosystem services, will further diversify the fundraising base.
- **Building Internal Capacity and Capability Statements:** WWF will invest in building staff capacity for resource mobilisation through targeted training, mentorship, and use of external experts when needed. Proposal writing, donor intelligence, and consortium engagement will be priority skills. A library of current capability statements, concept notes, brochures, and impact reports will be maintained and ready for use in donor engagement.
- **Establishing Practical Fundraising Systems:** WWF shall develop and maintain robust fundraising systems encompassing opportunity tracking, concept note development, proposal review protocols, and post-award grant management. These systems will be transparent, responsive, and streamlined to enhance efficiency and compliance.
- **Strategic Consortia Participation:** Consortium building and joint programming will be central to WWF’s strategy, particularly with peer NGOs, governments, and other WWF offices. WWF will co-develop proposals, exchange ideas, notes, and negotiate pre-teaming agreements. Expert support will be mobilised to lead or contribute technically to large-scale funding opportunities, especially with GEF and GCF.
- **Impact Tracking and Storytelling:** Impact tracking will remain central, with data turned into compelling stories for proposals, presentations, and donor events.

6. ORGANISATIONAL MANAGEMENT STRATEGIES

6.1. Organisational Management priorities

Effective organisational management is essential for delivering on the conservation ambitions outlined in this strategic plan. Achieving impact at scale requires a strong foundation of enabling functions including Finance and Office Administration, People and Culture, Governance, Resource Mobilisation, and Communications all working cohesively to support strategic implementation and resource optimisation.

WWF UCO Country Office (UCO) has been on a continuous journey of improvement, focused on driving sustainable growth and operational excellence.

In 2021, WWF UCO embarked on a structured Organisational Development (OD) process as a deliberate step toward deepening operational excellence. This began with an inclusive, externally facilitated Organisational Capacity Assessment (OCA), which evaluated the office's strengths and areas needing improvement across systems, processes, compliance, structure, and overall performance. The assessment benefited from input by key stakeholders, including staff, WWF National Offices, and WWF International through the Regional Office for Africa. It was further enriched by regular staff engagement surveys and insights from routine internal and external audits.

The findings from this OD process formed the foundation for the WWF UCO OD Plan (FY2024–2027), titled “Enhancing Operational Excellence to Accelerate Conservation Impact,” which was approved in May 2023. This plan envisioned WWF UCO becoming a strengthened, resilient, efficient, and high-performing office one that works through strategic partnerships with government, civil society, the private sector, academia, and development partners to drive conservation at scale.

The OD plan aimed to support the growth of WWF UCO by enhancing its capacity to implement strategy effectively, deliver measurable outcomes, and build the confidence of stakeholders internally and externally, including staff, donors, National Offices, and partners. Importantly, the priorities identified in the OD Plan directly informed the organisational management priorities in this new Country Strategic Plan (CSP) 2026–2030). Five strategic priorities from the OD Plan were carried forward into the CSP and will continue to guide our internal development efforts:

- **Organisation Design and Capacities:** We will roll out the recently approved organisation structure in a manner that is transparent, compliant with legal frameworks and minimises disruption to our work. WWF UCO aims to position itself as an employer of choice by investing in talent development and retention initiatives. We will seek to transition from several manual processes to adopt technologies and Information Technology tools that promote efficiency in management of people management processes.
- **Leadership and Management:** To retain confidence of our stakeholders, we will seek to enhance the leadership skills of our staff at different leadership levels through coaching, mentorship, education programmes and peer exchanges. The goal is to have a pool of transformational and inspirational leaders.

- **Risk Management and Compliance:** WWF UCO is committed to ensuring accountability for all resources invested in the implementation of our country strategy. Focus will be on strengthening our financial planning, management and systems to boost transparency and ensure compliance with donors, and other regulatory frameworks. This will include regular staff training in risk management, financial and operational management, and compliance. We will also seek to integrate more technology solutions in our processes to enhance operational efficiency and cost effectiveness in the delivery of programmes. These efforts will support the development of a financially stable and sustainable country office.
- **Communication, marketing and branding:** Raising WWF UCO's profile among key stakeholders is a priority. We will revise/update and apply communication strategies that improve communications messages, branding and dissemination using a variety of tools and platforms. We will revise our outreach strategies, establish and nurture strategic partnerships with strategic institutions, beneficiaries and public at local, national and regional levels. WWF will aim to document and disseminate lessons on conservation practice and innovations in precise but impactful forms. To achieve this, we are committed to allocating sufficient financial, technological, and human resources to strengthen communication and outreach capacity.
- **Organisational planning and learning:** WWF Country Programme will strive to strengthen its learning culture and adaptive management utilizing the outcome of PMEL. In order to increase its impact creation. WWF will use the data and information from PMEL to inform conservation practice and conservation policy at local, national and international level. WWF will strive to strengthen its planning capacity and comply with PMEL policy to ensure accountability to beneficiaries and donors.

6.2. Organizational management goals and outcomes

Table 6.1 OM goals and outcomes

Goals	Outcome
Goal 9: By 2030, UCO will have fully staffed and skilled teams across all functions, supported by strong, stable, and inclusive leadership, and underpinned by an enabling organizational culture	<p>By 2030, WWF UCO has 80% staff retention capacity and staff consistently meet or exceed performance expectations.</p> <p>By 2030, WWF UCO has strong, stable, and inclusive leadership that facilitates participatory decision-making across all organizational levels.</p> <p>By 2030, WWF UCO has an inclusive, high-performing organizational culture aligned with WWF's core values.</p>
Goal 10: By 2030, UCO has strong financial oversight and administrative efficiency	<p>By 2030, WWF UCO consistently ensures compliance with internal policies, donor and regulatory requirements.</p> <p>WWF UCO's unrestricted reserve base can consistently cover at least 60% of its annual core cost requirement.</p> <p>By 2030, WW UCO has policies, systems and procedures that enhance performance and maximize operational efficiency</p>
Goal 11: By 2030, WWF UCOs brand and contributions are visible and recognised by internal and external stakeholders	<p>By 2027, WWF UCO will have increased brand visibility and engagement among stakeholders.</p> <p>By 2027, WWF UCO has enhanced public awareness and media engagement on its conservation work and policy issues</p>

Goals	Outcome
Goal 12: By 2030, WWF UCO has a culture of evidence-informed decision-making and adaptive management across the organization	<p>By 2027, WWF UCO consistently adheres to internal and donor M&E standards and reporting requirements across all programs and projects.</p> <p>By 2030, WWF UCO staff and partners have improved capacity in PMEL.</p> <p>By 2030, WWF UCO has functional integrated knowledge management and learning frameworks that supports evidence-based decision-making and continuous improvement</p>
Goal 13: By 2030, WWF UCO has established a strong risk-aware culture and achieved full compliance with internal policies, donor requirements, and regulatory standards across all functions.	<p>By 2030, risks are proactively identified, monitored, and mitigated.</p> <p>By 2028, WWF UCO staff have improved capacity in risk management</p>

7. MONITORING, EVALUATION, AND LEARNING



7.1 Overview

Under the CSP 2026–30, WWF-UCO is committed to strengthening its learning culture and adaptive management. The CSP will be operationalized through projects, operations, and annual workplans, all of which will be monitored and reviewed regularly in line with the WWF UCO PMEL Plan (2026–2030). This plan provides structured guidance on data collection, analysis, utilization, and dissemination. The insights generated will then inform WWF’s UCO adaptive strategies.



7.2 Indicators and targets for key conservation and operational goals

The CSP is structured around four thematic conservation areas and five cross-cutting operational areas. Each has defined KPIs with baseline values, targets and reporting frequencies as summarized in the table below.

Table 7.1 Programmes and OM targets

	Goals	KPI	Baseline	Target (2030)	Reporting Frequency	Data Source
Conservation goals	Goal 1: By 2030, the integrity of 300,000ha of High Conservation Value forests in and outside Protected Areas is maintained	Forest ecological integrity index	0	0.7	Baseline	Multi criteria Analysis
	Goal 2: By 2030, the population of flagship wildlife species in priority landscapes stabilized or increased at least 0,5%	Population of threatened species	Elephants ()	+0.5%	Baseline Endline	Census survey
	Goal 3: By 2030, WWF UCO achieves 1.1 MtCO ₂ e emission reduction	Emission reduction (MtCO ₂ e)	19.31	1.1	Baseline	Carbon verification survey
		Population of flagship species with stable or increasing population	Elephants () Lions () Cranes () Gorillas () Chimpanzees ()	+0.5%	Baseline Mid-term Endline	Species surveys
	Goal 4: By 2030, the ecological health and resilience of the freshwater ecosystem is improved.	Water baseflows (cubic meters per sec) in dry and wet seasons.	3.4	3.65 m ³ /s	Baseline Mid-term Endline	Hydrological monitoring data
		Concentration of total suspended solids (mg/L) reduced by 20%	60	48 mg/L	Baseline Mid-term Endline	Water testing
		Ecosystem vulnerability index	0	0.6	Baseline Mid-term Endline	Multi criteria Analysis
	Goal 5: By 2030, the Resilience of communities & Ecosystems against impact of climate change Improved	Target households reporting improved resilience	0	+30%	Baseline Mid-term Endline	Survey

	Goals	KPI	Baseline	Target (2030)	Reporting Frequency	Data Source
		Ecosystem vulnerability index	0	0.65	Baseline Endline	Multi criteria Analysis
		Community vulnerability index	0	0.54	Baseline Endline	Multi criteria Analysis
		socio-economic well-being index	0	0.7	Baseline Mid-term Endline	Multi criteria Analysis
		Financial support disbursed (USD)		TBD	Baseline Mid-term Endline	Financial records
		Joint regional initiatives facilitated	2	30	Baseline Mid-term Endline	Programme database
		% initiatives achieving ≥75% outcome progress	TBD	TBD	Baseline Mid-term Endline	Programme database
		Policies or frameworks supported	2	6	Baseline Mid-term Endline	Programme database
		Key functional positions filled	9	12	Baseline	HR records
		360-Degree Feedback Scores	50%	80%	Mid-term Endline	Survey
		Net Promoter Score	50%	75%		
Operations goals	Goal 8: By 2030, UCO will have fully staffed and skilled teams across all functions, supported by strong, stable, and inclusive leadership, and underpinned by an enabling organizational culture	Ratio: operational costs to overall programme delivery costs	15	≤15%	Baseline Mid-term Endline	Financial records
	Goal 9: By 2030, UCO has strong financial oversight and administrative efficiency					

	Goals	KPI	Baseline	Target (2030)	Reporting Frequency	Data Source
Operations goals		Annual budgets executed in alignment with approved workplans	80%	95%	Annually	Financial records
		Staff reporting improved efficiency in administrative and operational processes	0	95%	Annually	Survey
	Goal 10: By 2030, WWF UCOs brand and contributions are visible and recognised by internal and external stakeholders	Brand awareness among key stakeholders	20%	60%	Baseline Mid-term Endline	Survey
	Goal 11: By 2030, WWF UCO has a culture of evidence-informed decision-making and adaptive management across the organization	learning reviews or knowledge sharing sessions conducted	0	8	Annually	PMEL Databases
		adaptive actions taken based on PMEL findings	0	≥5 per year	Annually	PMEL Databases
	Goal 12: By 2030, WWF UCO has established a strong risk-aware culture and achieved full compliance with internal policies, donor requirements, and regulatory standards across all functions.	Compliance score	1 3 Substantial Assurance 2 Reasonable Assurance 1 Limited Assurance 0 No Assurance	3	Annually	Risk framework
		# of major non-compliance incidents or risk-related losses	5	2	Annually	Risk logs

7.3 Monitoring and evaluation efforts

Monitoring will be continuous focusing on key indicators in the PMEL frameworks. The UCO PMEL team will develop, digitize, and standardize monitoring tools aligned with the PMEL framework, and conduct routine monitoring, CLT monitoring, and joint stakeholder monitoring, adjusting frequency as needed based on context and programme goals.

Evaluations will be conducted at various stages of the Office Strategic Plan (OSP), internally or externally, following Network Standards and WWF policies. WWF evaluations assess six key criteria: Quality and Relevance of Design, Efficiency of delivery of outputs, Effectiveness of delivery of intermediate results and outcomes, impact on conservation targets, Sustainability (of progress, benefits, and impact realized) and Adaptive Capacity (monitoring, evaluation, adaptation, learning). Evaluation findings will provide critical insights to guide adaptive management. These will include baseline studies, midterm reviews, annual assessments, and other ad hoc evaluations as needed.

7.4 Data collection and reporting mechanisms

The WWF UCO PMEL Plan (2026–2030) provides guidance to ensure data is systematically planned, collected, validated, analysed, stored, and shared to inform decision-making. It also sets clear, standardized procedures to maintain data integrity, accessibility, and usefulness.

7.4.1 Data Collection, Frequency and Management

Quantitative and qualitative data will come from routine monitoring, while spatial data will come from mapping project sites. Data collection methods, frequency, and analysis approaches are outlined in M&E plans. Data will be gathered using standardized digitized tools primarily Survey123, with Kobo Toolbox and Solstice used where donor preferences dictate. For data storage and management, WWF-UCO is deploying an integrated PMEL system “PANDA Impact” to capture, store, and organize all primary data linked to key results areas. This system will ensure seamless access and traceability of data. While it is also linked to Survey123 and Kobo collect to enable data capture.

7.4.2 Data analysis and presentation

The integrated PMEL system includes built-in modules for data analysis and visualization, allowing teams to generate timely insights and reports. Where required data will be analyzed and presented through Power BI dashboards to support strategic decision-making and adaptive management. For spatial data analysis, ArcGIS Pro will be used to conduct geospatial analysis and produce maps, while cleaned data from field mapping of OSP interventions will be visualized through ArcGIS Online or ArcGIS Enterprise dashboards. WWF maintains readily available licenses for these tools.

7.4.3 Data Quality Assurance

Maintaining high standards of data quality is essential for credibility, accountability, and impact. The PMEL team will work closely with both programmatic and operational teams to ensure all data collected and reported adheres to quality standards. This will be achieved through use of standardized tools and methodologies, training of staff and field teams on data collection ethics, data quality checks and standardized indicator definitions to ensure consistency across reporting.

7.4.4 Reporting

To ensure accountability, track progress, and inform adaptive management, WWF UCO Country Office has established a clear reporting framework aligned with the implementation of the Office Strategic Plan (OSP) FY2026–FY2030. The key reporting mechanisms include Quarterly KPI Reports, Annual Reports, and Mid-Term and End-Term Reports.

7.5 Learning and adaptive management

Adaptive management is embedded in the OSP and PMEL promoting a culture of learning, adaptive management and innovation. The PMEL plan provides a learning agenda matrix with 16 thematic learning questions developed based on the OSP 2026 - 2030 and aligned with the strategic priorities and thematic focus areas. The leaning matrix also outlines how data on all learning questions will be gathered and analysed.

7.5.1 Knowledge Generation

A key element of WWF UCO's learning agenda is the generation and synthesis of knowledge to support evidence-based decision-making. This will be achieved through various mechanisms, including documenting case studies and best practices, conducting comparative analyses of implementation approaches, and continuously collecting data on key indicators. GIS-based analysis and remote sensing will also be used for landscape monitoring and validation of results.

7.5.2 Learning Mechanisms and Integration of Learning into Adaptive Strategies

WWF UCO will promote learning and reflection through multiple mechanisms, including quarterly learning sessions, annual strategic review workshops, and community feedback mechanisms to enhance accountability. For WWF UCO staff, the annual Conservation Week will provide an opportunity to share insights and plan adaptations, while monthly Conservation Hour sessions will showcase case studies and research. Learning partnerships, peer exchanges, and a digital knowledge repository will also help capture and share lessons learned and best practices

WWF UCO is committed to ensuring that learning leads to meaningful change. Lessons learned from implementation, monitoring, and stakeholder feedback will directly inform the revision of strategies, indicators, and targets. This includes adjusting work plans based on evidence and changing contexts, updating outcome pathways to reflect new insights, and embedding adaptive measures into project cycles to maintain relevance and impact.

7.6 Accountability

WWF UCO promotes accountability by ensuring transparent, participatory, and responsive systems for all stakeholders through robust PMEL systems that track performance with evidence, community and partner feedback mechanisms such as surveys and toll-free lines, regular semi-annual and annual reviews to adjust plans, external audits and evaluations for independent assessment, participatory approaches that engage stakeholders throughout the project cycle, and thorough documentation and follow-up of all feedback and learning events.

8. RISK MANAGEMENT AND SOCIAL SAFEGUARDS

The conservation landscape is complex and dynamic. WWF UCO recognizes that robust risk management and strong social safeguards are essential to uphold WWF's core values, protect people and nature, and maintain the integrity of its conservation work. Risk management will entail proactive measures and organizational capacity for detecting, avoiding, mitigating, and responding to risks, in line with WWF's Environmental and Social Safeguards (ESS) framework.

8.1 Risk management

As part of the Country Strategic Plan (CSP) development, a dedicated CSP Risk Register was developed to systematically identify key risks, analyse their underlying causes, assess their likelihood of occurrence, determine their potential impact, and outline appropriate preventive and mitigation measures. Key risks include failure to comply with WWF core values and brand standards, limited financial resources to sustain and grow operational budgets, competition with other players in the conservation space, and over-commitment on outputs and results. WWF UCO will update its risk management policy and strengthen its capacity and readiness to manage risks effectively. The following measures will be implemented (*Table 8.1*)

Table 8.1 Risks and mitigation plan

Risk	Mitigation
High Ambition for by stipulating high targets	Cost- effective programme delivery mechanisms, including programme integration Strong partnerships and collaboration with key stakeholders. Resources mobilization
Social exclusion and human rights abuse	Integration ESS in all programme components design and implementation Strengthening staff capacity to integrate and report of ESS
Relying on good will of Stakeholders and partners	Formalize WWF UCO engagements e.g., MoUs, Service Contracts, etc. Strengthen Monitoring, evaluation and reporting
Damage to WWF integrity and core values	Effective internal due diligence processes Enforce internal financial controls and administration standards and procedures Undertake periodic assessment and audit of organizational and programme health

8.2 Social Safeguards

WWF UCO is committed to upholding the highest standards of environmental and social safeguards (ESS) across all programmes and operations to ensure that conservation efforts do not cause harm to communities, and that human rights, equity, and social inclusion are upheld and respected. WWF UCO already laid important groundwork for the effective implementation of Environmental and Social Safeguards (ESS). All five sub-landscapes where WWF UCO operates underwent comprehensive environmental and social safeguards screening resulting in the development of Environmental and Social Management Frameworks (ESMFs).

ESMF trackers were developed to facilitate systematic monitoring and reporting of its implementation.

In addition, significant steps were taken to strengthen grievance redress mechanisms (GRMs) including establishment of Grievance Redress Committees (GRCs) in various sub-counties, complemented by toll free telephone line based at the CO and suggestion boxes at the sub-county level to ensure communities have accessible channels to voice concerns. WWF UCO also appointed dedicated ESSF focal points at field offices for all the landscapes to serve as the first line of support for addressing and managing any issues related to environmental and social safeguards.

Building on this foundation, the WWF UCO CSP 2026-30 shall pursue and consolidate Environmental and Social Safeguards (ESS) principles. All planned interventions apply to existing ESMFs by ensuring that all ESMFs are effectively implemented and that progress is systematically tracked through clear safeguard indicators. Key measures include:

- Integrating WWF's ESSFs in project design, implementation, monitoring, and reporting.
- Building the capacity of staff and partners to understand and apply ESS requirements.
- Embedding ESS indicators into the M&E system to ensure accountability.
- Establishing accessible and responsive GRMs for local communities and stakeholders to raise concerns.
- Strengthening collaboration with communities to promote inclusive decision-making.

By integrating social safeguards throughout the CSP, WWF UCO will uphold its commitment to do no harm, safeguard the rights and well-being of local communities, and reinforce the integrity and sustainability of its conservation outcomes.

9. STAKEHOLDER ENGAGEMENT & PARTNERSHIPS

9.1 Stakeholder Engagement

Table 11.1 Stakeholder map

WWF Partners	Nature of partnership
IPLCs	<ul style="list-style-type: none"> • Collaboration in the protection and management of nature and improving livelihoods. • Joint planning, implementation, and review of activities. • Provision of funding (sometimes shared) and technical advice.
Local CBOs and Civil Society Organisations	<ul style="list-style-type: none"> • Jointly improve livelihoods and the governance of natural resources and wildlife. • Joint planning, implementation, and review of activities. • Provision of funding (sometimes shared) and technical advice
National and international NGOs, CSO networks, working groups and platforms.	<ul style="list-style-type: none"> • Joint advocacy around shared objectives. • Communication, education, and public awareness raising on environmental and natural resource related issues. • Supporting the implementation of national policies.
Local government	<ul style="list-style-type: none"> • Jointly improve livelihoods, strengthen NR management & clean energy access. • Joint planning, implementation, and review of activities • Supporting local governments to improve their policies and practices and increase capability to implement (finance, skills, knowledge). • Joint advocacy at the national level
Line Ministries and Government bodies for the key sectors we work in. e.g. MEMD, MWE, NFA, UWA	<ul style="list-style-type: none"> • Collaborate to to improve people's livelihoods and strengthen NR management • Sharing information and knowledge • Jointly securing funds • WWF UCO works to influence national policies and supports government in implementing them (finance, skills, knowledge)
SMEs e.g. Timber Growers Association and companies, tourism entities, coffee cooperatives.	<ul style="list-style-type: none"> • Shared commitment to improve business practices and minimise environmental and social impact. • WWF UCO provides financial and technical support to improve practices
Private companies e.g. mining cement and hydropower companies, Tourism, Velux.	<p>Collaboration in raising Environmental awareness</p> <p>Support companies to adopt sustainable practices</p> <p>Long term funding partnerships and CSR</p> <p>Joint Advocacy</p>

WWF Partners	Nature of partnership
Media e.g. Capital FM, K FM, Daily monitor, New Vision, NBS, UBC, NTV	<ul style="list-style-type: none"> Jointly raising awareness of WWF's work
Education - Ugandan Universities and schools	<ul style="list-style-type: none"> Joint research Sharing of knowledge Co-developing course content and curriculums Engaging youth in environmental issues
Bilateral and Multilateral Donors, Trusts and Foundations.	<ul style="list-style-type: none"> Joint commitment to protect nature and improve livelihoods. Provide funding and in some instances technical support to WWF and partners Potential for joint advocacy on issues of common interest
Regional multi-country Organizations such as GVTC, NBI, EAC, SADC	<ul style="list-style-type: none"> Joint commitment to protect nature and improve livelihoods Joint development and fundraising for regional projects Enhancing the scale and depth of the programs including advocacy programs
WWF Regional Offices	<ul style="list-style-type: none"> Collaboration on transboundary issues and regional policies Exchanging lessons learned and technical skills Joint fundraising
WWF wider network	<ul style="list-style-type: none"> Joint fundraising Two-way sharing of technical expertise and knowledge Joint advocacy around areas of common concern Enabling WWF UCO to reach and influence policymakers and businesses in countries whose consumption patterns and private sector actors negatively impact Uganda's nature.

9.2 Partnerships

WWF Uganda recognizes that delivering lasting conservation impact depends on strong, inclusive, and strategic partnerships. Our work is grounded in collaboration with a wide range of stakeholders at local, national, regional, and global levels. We work closely with government agencies, civil society organizations (CSOs), research institutions, the private sector, local communities, and Indigenous Peoples to co-design and implement solutions that address the complex drivers of biodiversity loss, climate change, and unsustainable resource use.

At the local level, our work is underpinned by a regional hub model. Over the past few years, WWF UCO has shifted from working solely with individual CSOs to establishing regional hubs that bring CSOs together to support each other and build collective capacity. This approach has not only enabled WWF UCO to reach more CSOs but has also resulted in more effective advocacy through stronger collaboration. Continuing to strengthen CSO capacity through these hubs is a key part of delivering this WWF UCO CSP 2026-30.

WWF UCO also places specific emphasis on empowering its CSO partners to elevate their institutional and technical capacities. This is guided by regular CSO capacity assessments that identify strengths and areas for improvement. Currently, six regional hubs are in place, made up of 36 partner CSOs selected through a due diligence process. Each hub has a designated hub lead who coordinates activities and supports collaboration among members. WWF's support is channelled through these hubs to encourage synergy, knowledge sharing, and joint action among partners. The 36 member organizations include a range of partners,

such as CSOs, community-based organizations (CBOs), cooperatives, and community groups. District Local Governments — specifically Natural Resources Officers and District Forest Offices — act as patrons for the different hubs, providing technical backstopping, oversight, and representation at the local government level.

At the national level, WWF UCO has also established partnerships with strategic NGOs such as WCS, CARE International, Gorilla Doctors, IUCN, Fauna & Flora, Uganda Biodiversity Fund, Jane Goodall Institute, among others and CSOs such as EMLI, ACODE, Environment Alert and TUNADO, while continuing to collaborate closely with relevant government ministries and agencies. Through regular joint planning, reflection, and learning processes, WWF UCO and its partners adapt and improve their approaches over time. Lessons learned are documented and shared widely to help partners sustain impact beyond the lifespan of individual projects. This includes leveraging private sector partnerships and opportunities that include working with beverage companies, utility companies, banks, agribusiness actors among others.

In the just ending strategy, UCO has leveraged on multi-country and transboundary institutions to achieve conservation goals that transcends Uganda's territory. Under the Africa Energy Transition program, UCO has developed partnerships with EACREE and EAC, while its GVL program, has developed partnerships with GVTC, Gorilla Doctors, International Gorilla Conservation Program (IGCP), International NGOs (IUCN) and other UN agencies (UNDP, FAO, WHO and UNICEF) in combating transboundary threats to biodiversity conservation, zoonotic diseases and Climate change impacts. In this strategy, 2026-2030, UCO will continue to strengthen these partnerships and pursue other value-adding partnerships to leverage on diverse capabilities that are critical to achieve conservation impact at scale.

10. FINANCIAL PLAN

10.1 Financing Our Conservation ambitions

To finance all aspects of our conservation ambitions, we will seek to engage and partner with governments, individuals and institutions with whom we have a convergence of vision and values.

In the current context enumerated in the resource acquisition section, it is not easy to predict with precision how much funding UCO will secure to implement our strategy. However, informed by current trends from existing relationships with several donors and ongoing efforts to tap into new opportunities, the office is optimistic that the funding requirements for this strategic period projected at an overall increase of **35%** from the previous strategy will be realised. This growth is a conservative one premised on an average annual success rate from proposals submitted.

UCO will prioritise consolidating existing funding relationships, allocation of human and financial resources towards fundraising initiatives, effective cost management in order to remain attractive to existing and potential donors, exploring mechanisms for internal revenue generation through taking on consultancy assignments whenever possible, and optimising our financial performance to ensure sustainability and year on year growth.

Performance of progress in this regard will be measured through year-on-year revenue growth as well as maintenance of a healthy reserve that can support short term budget deficits.

10.2 Cost projections for the five-year strategic period

Table 10.1 Cost projections for the five-year strategic period

FINANCIAL RESOURCES FOR THE 2026 -2030 STRATEGIC PLAN									
Amounts in USD									
	FY2026	FY2027	FY2028	FY2029	FY2030	Total Funding Requirement	Secured Funding	Pipeline	Funding Gap
Direct Programme Costs									
Forest Programme	2,128,456	2,411,831	2,642,080	2,590,456	2,427,606	12,200,429	4,759,331	3,500,000	3,941,098
Wildlife Programme	2,356,225	2,463,294	2,525,223	2,544,488	2,617,363	12,506,593	3,028,733		9,477,860
Freshwater Programme	1,071,693	1,167,350	1,277,600	1,287,100	1,367,150	6,170,893	433,566	600,000	5,137,327
Energy & Climate Programme	1,990,053	2,323,694	2,343,577	2,390,982	2,487,977	11,536,283	889,145	4,000,000	6,647,138
Regional and transboundary initiatives	220,000	400,000	480,000	500,000	510,000	2,110,000	1,354,000		756,000
Total Direct Programme Costs	7,766,427	8,766,169	9,268,480	9,313,026	9,410,096	44,524,198	10,464,775	8,100,000	25,959,423
Management fees (12.5%)	970,803	1,095,771	1,158,560	1,164,128	1,176,262	5,565,525			
Overall OSP budget/ Funding Requirement	8,737,230	9,861,940	10,427,040	10,477,154	10,586,358	50,089,723	10,464,775	8,100,000	31,524,948

FINANCIAL RESOURCES FOR THE 2026 -2030 STRATEGIC PLAN									
Amounts in USD									
	FY2026	FY2027	FY2028	FY2029	FY2030	Total Funding Requirement	Secured Funding	Pipeline	Funding Gap
Operations/Core costs									
Gross core staff costs	828,821	870,262	913,775	959,464	1,007,437	4,579,759			
Office Running costs	222,037	233,139	244,796	257,036	269,887	1,226,895			
Other Operations Management costs	195,200	164,800	171,900	174,300	190,600	896,800			
Resource Acquisition costs	95,253	95,472	105,983	96,813	116,980	510,501			
Total Operations costs	1,341,311	1,363,673	1,436,454	1,487,612	1,584,904	7,213,955			
Cost Efficiency Ratio						16%			
Notes: The core costs/operations and OD costs are expected to be financed through the cost recovery avenues of Common cost; Direct cost and Management fees as well as OD funding									

11. CONCLUSION

This new strategic period coincides with a critical timeframe where the three main global frameworks (Paris Agreement, SDGs and K-M GBF) shall be coming to an end. It is therefore a critical period for demonstrating conservation impact at scale. To effectively integrate in this global call to action, WWF UCO has aligned this OSP to the WWF Global Roadmap 2030 priorities and also drew inspiration from Uganda's National Development Plan IV and the Vision 2040.

WWF UCO believes that in order to deliver impactful contributions to the global frameworks, we need to deploy cutting edge conservation innovations and technologies. WWF UCO will utilize technical expertise within the organization and networks to complement internal expertise and tools. WWF UCO will strive to synthesize the value added by these innovations and disseminate information widely to inform conservation practice at the national and Trans-boundary level. Equally pertinent to this OSP will be the need to sustain programme outcomes, results and impacts. WWF UCO will pursue sustainability through; diversifying sources of financing and partnerships, cost-effective utilization of financial and technical resources and accountability to beneficiaries, donors and partners. WWF UCO shall promote innovations and technologies that demonstrate WWF value (value addition) thereby rendering WWF a preferred and competitive player in Uganda's and regional conservation space. Additionally, the Country Office shall focus on strengthening beneficiary and partner capacities to upscale and sustain when WWF support ends.

Finally, the Country Office will integrate a clear exit strategy and mechanisms for concluding direct WWF interventions and support. During project design, efforts will ensure sufficient implementation time and clear procedures for phasing out WWF support. Exit strategies will be reviewed periodically to ensure they remain realistic and responsive to programme performance, results, and emerging issues. Achieving these ambitions requires collaboration; WWF UCO recognises that contributions from other actors are essential to leverage results. We therefore call on all stakeholders and partners to join us in this shared journey towards a future where people live in harmony with nature.



Why we are here.

To stop the degradation of the planet's natural environment and
to build a future in which humans live in harmony with nature.

panda.org/uganda

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