

UGANDA WILDLIFE SOCIETY



STRATEGIC PLAN 2003 TO 2008

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EXECUTIVE SUMMARY

The mission of Uganda Wildlife Society is:

To promote the conservation of wildlife and environment.

The vision of Uganda Wildlife Society is:

To work towards a Uganda where wildlife and people co-exist, nature is conserved and brings benefits to people, and ecological considerations are incorporated into all development programmes.

This strategic plan places emphasis for the next three years on building a self sustaining national NGO which is not only able to meet and effectively use resources for the core functions of the organization, but also able to meet the program expectations.

The major objectives for the next 3 years which will be targeted to contribute towards the mission of the society will be:

1. Improving the Financial base of UWS
2. Integrating the UWS Programs
3. Strengthening Coordination and Networking
4. Strengthening and diversifying Membership
5. Strengthening secretariat capacity.

To meet the above objectives, a new secretariat structure having three major departments is proposed: Finance and Administration – to handle accounting and office administration; Programs – to handle all the projects and filed based activities; and Production – to handle income generating related activities of the society.

These will be supported by a budget of slightly over 885 million Uganda shillings (slightly over US \$ 440,000) for the next 3 years. The major sources of these funds are expected to be traditional donors, membership, Darwin Publishing Unit, funds raising activities and donations.

This strategic plan identifies the strength, weaknesses, opportunities and threats of UWS and uses this analysis to develop a logical framework of the programmes for the next 3 years.

1. INTRODUCTION

1.1 Strategic Planning

This is the second strategic plan for the Uganda Wildlife Society since its inception in 1998. The first strategic plan was developed in 1999 for 3 years 2001 to 2002.

The process of developing this second plan started in late 2002 and has just been finalized.

UWS has in the last few months undergone major structural and operational changes, which have necessitated developing a new strategic plan on top of the past one coming to an end.

This plan contains a brief history of the organization and the results of a workshop, which did the SWOT analysis and a logical framework for the next three years.

UWS acknowledges support from USAID, WRI and IUCN Uganda Country Program in the initial and final development of this plan.

1.2 UWS HISTORY

Uganda Wildlife Society (UWS) is a membership; non-governmental organization engaged in environmental policy research, advocacy, education and awareness programs.

The UWS was formed in 1998 by a group of like-minded individuals who felt a need to promote wildlife and environment conservation in Uganda.

1.3 UWS MISSION AND OBJECTIVES

The mission of UWS is:

<p>TO PROMOTE THE CONSERVATION OF WILDLIFE AND THE ENVIRONMENT.</p>

The objectives of the UWS are:

1. TO PROVIDE A FORUM FOR ADDRESSING, ADVOCATING AND DEBATING CONSERVATION ISSUES.
2. TO PROVIDE INFORMED NON-BIASED ENVIRONMENT INFORMATION TO THE GOVERNMENT; PRIVATE SECTOR AND OTHER CIVIL SOCIETY ORGANIZATIONS.
3. SEEK TO INFLUENCE POLICY FORMULATION FOR ENVIRONMENTAL MANAGEMENT.
4. TO RAISE AWARENESS ABOUT THE ENVIRONMENT AMONG THE PEOPLE OF UGANDA.

UWS being a membership organization has the Annual general Meeting as the supreme organ. This meets at least once a year to review the organizations operations and elect the Executive Committee.

The secretariat is the implementing organ of the Society and its offices are on Plot 51 Kanjokya Street, Kamwokya, Kampala. The secretariat is answerable to the Executive Committee.

2. THE STRATEGIC PROCESS

In order to identify the critical issues and hence the major objectives and activities for the next 3 years, UWS used the SWOT analysis. This included the identification of its current major strength, weaknesses, opportunities and threats.

2.1 STRENGTH OF UWS

1. Committed and Professional secretariat
2. Pioneer Institution in Environmental Advocacy and Lobbying in Uganda. Capacity in environment advocacy, policy research and lobbying, Knowledge base of Uganda environmental issues
3. In-house publishing unit
4. Knowledge and experience in membership, Membership driven, Volunteerism
5. Good governance – credibility with membership, donors, partners etc. Regional representation
6. Capacity to disseminate environment information – NatureWatch, Reports, briefs, debates etc.
7. Relevant programs addressing priority areas – sustainable development

WEAKNESSES OF UWS

1. Low membership due to inadequate servicing, recruitment and retention.
2. Incoherent programs – inadequate membership involvement and loose structural linkages with regions.
3. Weak financial base – donor dependence; core funding limited and no reserves.
4. Lack of strategic and business / operational plans.
5. Inadequate coordination and networking with partners.
6. Limited capacity.

OPPORTUNITIES OF UWS

1. Increase membership: increase renewal rate; many eligible persons and organizations; broaden membership categories.
2. National Character, also, able to work local, including Regional structures.
3. Strategic alliances – with similar minded organizations, explore joint opportunities upcountry; Collaboration on topical issues e.g. production of Children's NatureWatch; Use of hotline.
4. Volunteerism being pro-active.

5. NatureWatch existence.
6. Expertise in policy research and advocacy in the secretariat and membership.
7. Explore the challenges of getting resources from different areas (sources) and balancing these sources.
8. The government provides opportunities for collaboration.

THREATS TO UWS

1. Competition for donor funds and for Darwin Publishing Unit jobs.
2. Limited / unsustainable alliances.
3. Politically inspired insecurity.
4. Governance: access to information, limited information, public participation and decision-making.

On top of the above SWOT analysis, partnerships and externalities were also identified as having direct and indirect effects to the potential outcomes of the UWS work. These are:

- PARTNERSHIPS AND ALLIANCES

The following are recognized as major Opportunities for Partnerships and Alliances:

- Project implementation (joint/collaboration/complementary)
- Common interest work (Environment conservation, advocacy and lobbying)
- Membership
- Technical assistance and benefiting

- EXTERNALITIES

The following externalities are identified, some are threats and others are opportunities but they are external to UWS:

- Political (in) stability
- Private Sector growth and involvement
- Policies and legislation and regulations
- Governance (accountability, democratic processes, management efficiency)
- Poverty issues + Poverty eradication strategies
- Change in Donor Aid flow games + priorities
- Competition (DPU, program work)
- Macro-economic and development policies and trends
- Macro-economic planning frameworks (PMA, PEAP)

Using the SWOT analysis and the information above the logical-framework was developed

3. PRIORITY ISSUES FOR THE NEXT 3 YEARS

Being aware that its mission fulfills economic, social and ecological requirements, the UWS niche remains environment policy advocacy and lobbying in the primary area of wildlife.

In light of the above, the UWS aims to focus on the following areas in the next 3 years:

1. Financial sustainability (fundraising and quality management)
2. Consolidating Advocacy niche
3. Strong and well serviced membership
4. Reducing Operational costs (including acquiring a “home”)
5. Attracting and Retaining UWS Human Resource Asset
6. Develop Strategies for Lobbying, marketing and Communication

In order to achieve the above, UWS will maintain its regional coordination through:

- Defining relationship between Regional Coordinators and UWS Executive Committee, work / decisions and Governance structures, Policies and Constitution.
- Defining the operational and functional relationship between Regional Coordinators and Secretariat

UWS will also maintain its core values which are:

- Mission driven
- Membership driven
- Innovations in conservation
- Good governance (transparent, participatory and accountable)

4. LOGICAL FRAME WORK

MISSION OF UWS							
TO PROMOTE THE CONSERVATION OF WILDLIFE AND THE ENVIRONMENT							
PURPOSE OF THE UWS (OBJECTIVES OF THE ORGANIZATION)							
1. TO PROVIDE FORUM FOR ADDRESSING, ADVOCATING AND DEBATING CONSERVATION ISSUES 2. TO PROVIDE INFORMED NON-BIASED INFORMATION TO GOVERNMENT, PRIVATE SECTOR AND OTHER CIVIL SOCIETY ORGANIZATIONS 3. TO SEEK TO INFLUENCE POLICY FORMULATION FOR ENVIRONMENTAL MANAGEMENT 4. TO RAISE AWARENESS ABOUT THE ENVIRONMENT AMONG THE PEOPLE OF UGANDA							
STRATEGIC PLAN OBJECTIVES	STRATEGY	ACTIONS	INDICATORS	MEANS OF VERIFICATION	RESPONSIBILITY	TIME FRAME	MAJOR ASSUMPTIONS
1. Financial Base improved	Funds raising Strategy	Develop marketable Proposals	Increased program funding	More programs funded	Secretariat	On going	The potential donors are still interested in supporting environmental NGOs
		Develop DPU Business plan	Improved Business	More customer turn-over	Secretariat	May 03	
		Reactivate gift shop	Increased income from Gift shop business	Operating shop	Secretariat	Dec 03	
		Launch the Trust Fund	Increased funds in the Trust fund account	Operating Trust Fund	Executive Committee	Feb 04	
		Review membership dues	New Membership dues passed by Executive Committee	New membership dues operational	Executive Committee	April 03	
		Media strategy developed	Media Strategy document	Hard and soft copies of the strategy	Secretariat	April 04	
		Launch website and publications	Increased awareness about UWS	Operating website	Secretariat	April 03	
2. Programs Integrated	Planning together	3 Year Strategic Plan	Improved program implementation	UWS Strategy being implemented	Executive Secretary	April 03	

		Annual Operational Plans	Improved secretariat operations	Secretariat operating in a synchronized way	Executive Secretary	Annually	
		Monitoring & Evaluation	Improved M & E	Improved secretariat output	Executive Secretary	Dec 03	
	Communication strategy	Prepare and approve Strategy	Improved UWS communication	Secretariat communicating better	Secretariat	April 04	
3. Coordination and Networking strengthened	Explore and Establish strategic partnerships	Identify areas of partnerships	List of potential areas of partnership	List being used to solicit partnerships	Secretariat	On going	Other NGOs and agencies are interested in partnership with UWS
		Identify and source partners	Database of Partners	Number of Potential partners being approached	Secretariat	On going	
		Memorandums of Understanding	MoU document template approved by Executive Committee	Number of new MoUs undertaken	Secretariat	On going	
	Improve Existing Partnerships	Review current MoUs	Revised / amended MoUs	Number of MoUs being implemented	Secretariat	Sept 03	
		Identify further areas of partnership	Revised MoUs & operational schedules	Number of MoUs and operational schedules being implemented	Secretariat	On going	
4. Membership strengthened and diversified	Develop membership strategy a	Review current membership categories and fees; Comparison with other membership organizations	New draft membership categories and fees	Draft membership categories discussed and approved	ES and Membership Officer (MO)	June 03	Individuals and organizations are interested in environment conservation and UWS
		Revised / New Membership strategy developed	Improved Membership	Increased number and variety of membership	ES and MO	Sept 03	
	Membership administration and services	Update current membership records / lists	Updated membership database	Improved Membership services	MO	April 03	
		Develop proposals on revised membership fees and servicing	New membership fees and servicing	Improved Membership services	MO	July 03	
5. Secretariat capacity strengthened	Improve & increase human resources	Identify personnel capacity needs	Personnel capacity needs document	Document being used to develop personnel training program	Executive Committee And ES	April 04	Trained staff will remain serving UWS in the secretariat
		Recruit personnel as appropriate	Required personnel in position	Staff working & improved secretariat performance	Executive Committee And ES	Sept 04	

		Develop a training program	Training program document	Staff trained and others on going	Secretariat	Dec 04	
		Conduct training	staff receiving training	Staff more efficient	Secretariat	2005 – 2006	
		Review existing documents and Prepare Volunteer policy	Volunteer Policy document produced	Improved Volunteer operations	Secretariat	Sept 03	
6. Institutional linkages strengthened	Revive the Biodiversity Committee	Conduct stakeholder analysis and Compile list of stakeholders	Stakeholder analysis document and list	Biodiversity Committee meets and operates regularly	ES	April 03	Former members and new ones are ready to re-establish linkages
		Develop an emailing list of partners	Emailing list	Biodiversity committee members regularly updated	ES		

5. MANAGEMENT STRUCTURE

To be able to effectively implement the above organizational and program strategic plan for the next 3 years, the current secretariat will be strengthened and modified at Programs level so as to establish a position of a Programs Officer / Coordinator whose major responsibility will be to coordinate various projects and project related activities. The proposed revised management structure will be:

I. Executive Secretary

- a) Legal
- b) Audit
- c) Advocacy
- d) Public Relations

II. Finance and Administration

- a) Financial services
- b) Human Resource
- c) Secretariat administration
- d) Membership
- d) Trust Fund administration

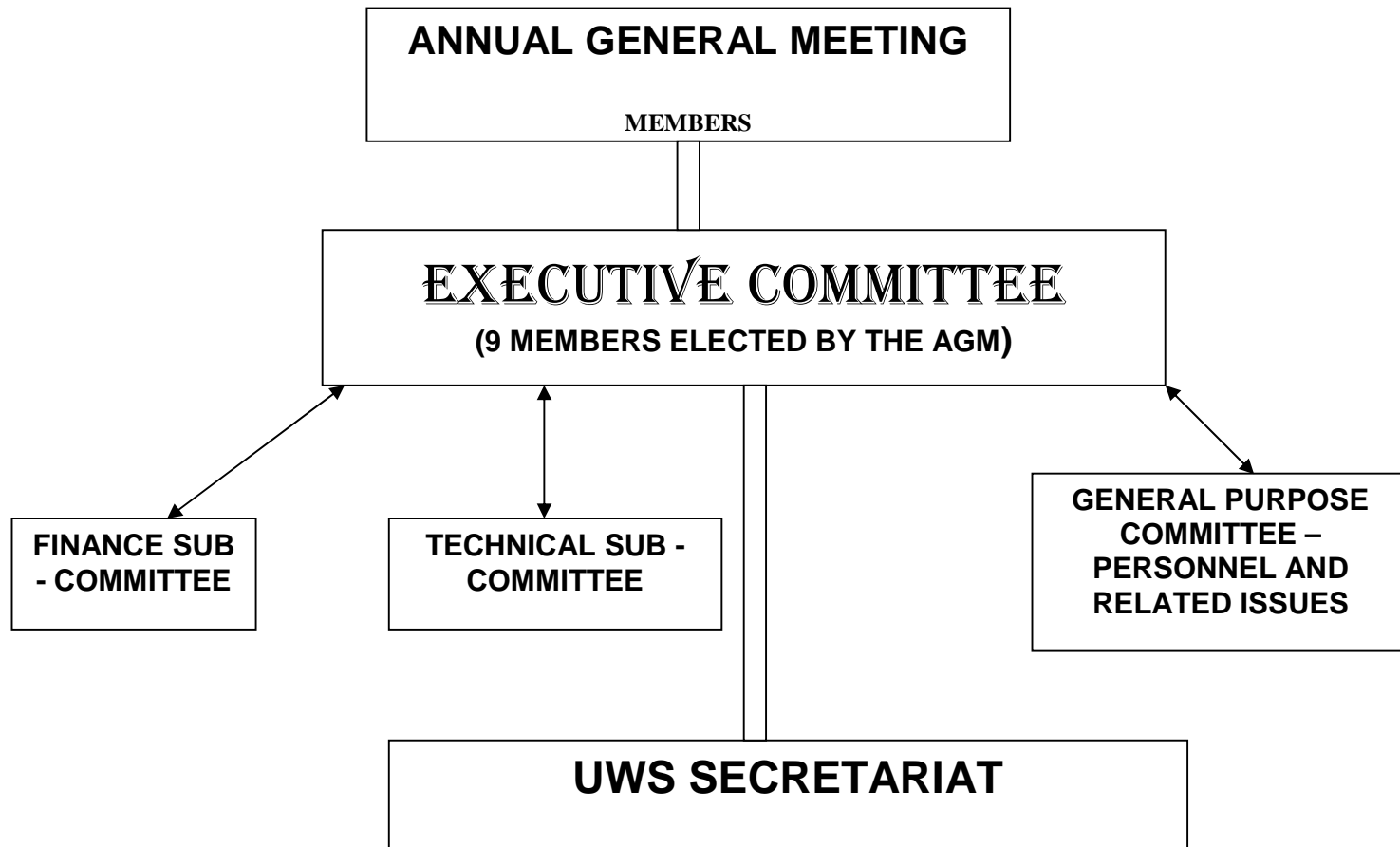
III. Programs

- a) Policy Research and advocacy
- b) Field based projects
- c) Education and awareness

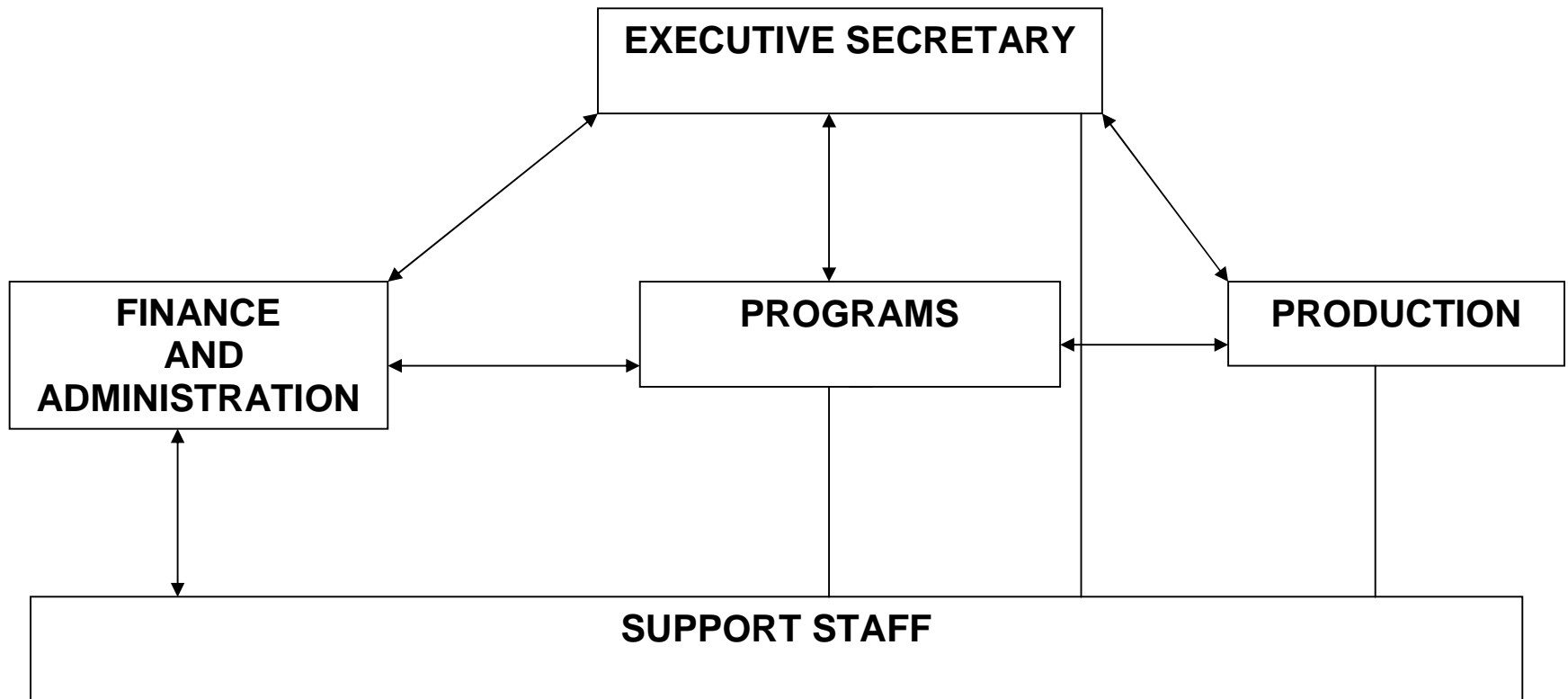
IV. Production

- a) DPU
- b) Gift Shop

UGANDA WILDLIFE SOCIETY ORGANIZATION STRUCTURE



UWS SECRETARIAT



6. BUDGET

This budget was prepared assuming that the base year is 2002 hence the beginning year for the program is 2003. The budget is in Uganda shillings using a Uganda shillings exchange rate of 1,850/= to one US dollar and depreciated at a rate of 10% per annum. The other assumption is that the inflation rate will be 10% per annum starting from the second year of the program.

There will be 3 major sources of income for the next 3 years: Membership dues and donations, grants for specific projects / programs and the DPU. These are rated as indicated in the table below.

The expenditure will mainly be recurrent and projects as indicated on the table below. (In Uganda shillings)

INCOME				
YEAR	2003	2004	2005	TOTAL
1. Membership	500,000	550,000	600,000	1,650,000
2. DPU	48,000,000	52,800,000	57,600,000	158,400,000
3. Grants	182,000,000	240,000,000	292,000,000	714,000,000
4. Other (Funds Fundraising activities, Donations etc)	3,000,000	4,000,000	4,500,000	11,500,000
TOTAL	233,500,000	297,350,000	354,700,000	885,550,000
EXPENDITURE				
1. Pay roll costs	65,000,000	84,000,000	92,000,000	241,000,000
2. Operational costs	60,000,000	65,000,000	70,000,000	195,000,000
3. Project / Program costs	108,500,000	148,350,000	192,700,000	449,550,000
TOTAL	233,500,000	297,350,000	354,700,000	885,550,000

POTENTIAL DONORS:

1. UNDP Global Environment Facility (GEF)
2. CARE Uganda
3. International Fund for Animal Welfare (IFAW).
4. Ford Foundation.
5. Flora and Fauna International (FFI)
6. United Nations Environment Program (UNEP)

CURRENT DONORS

1. ECOTRUST; 2. Small Grants Program UNDP GEF.