

UGANDA BIODIVERSITY FUND

————— For now & the future —————

Strategic Plan

2017-2022





Reviewed and Approved by the BoT on 3 July 2017

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ACRONYMS

AFD	French Development Agency
BMCT	Bwindi Mgahinga Conservation Trust
BoT	Board of Trustees
CBO	Community Based Organization
CIF	Climate Investment Funds
CSO	Civil Society Organizations
CSWCT	Chimpanzee Sanctuary & Wildlife Conservation Trust
EAC	East African Community
ECOTRUST	Environmental Conservation Trust of Uganda
FAO	Food and Agriculture Organization (of United Nations)
FBO	Faith Based Organization
GCF	Global Climate Fund
GEF	Global Environment Facility
GEF-SGP	Global Environment Facility – Small Grants Programme
GIZ	German Development Aid Agency
GVTC	Greater Virunga Trans-boundary Cooperation
IGAD	Inter-Governmental Authority for Development
JGI	Jane Goodall Institute
LVBC	Lake Victoria Basin Commission
MEAs	Multi-lateral Environmental Agreements
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MoV	Means of Verification
MWE	Ministry of Water and Environment
NBI	Nile Basin Initiative
NBFP	National Biodiversity Finance Plan
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGOs	Non-Government Organizations
PES	Payment for Ecosystems Service
PPP	Public-Private Partnership
SCR	Social Corporate Responsibility
SDC	Swedish Development Corporation
SDG	Sustainable Development Goals
UBTF	Uganda Biodiversity Trust Fund
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society

Foreword



Chairman Dr. Arthur Mugisha

I am delighted to introduce the Uganda Biodiversity Fund (UBF) Strategic Plan (SP) 2017-2022. The Plan comes in at a time when Uganda, and indeed the global community is facing increasing challenges related to funding biodiversity and environmental resources conservation. In addition to increasing human population that is putting more pressure on the natural resource base, there is insufficient funding for innovative biodiversity conservation and natural resources management. In Uganda for example, the government budget allocation to biodiversity conservation in the financial year 2014/2015, amounted to only US\$ 216 million, an equivalent of 32% of the total budget requested for biodiversity conservation by government institutions. Such budget shortfalls are expected to be met through contributions from other funding sources such as; bilateral and multilateral funds, regional programs, private sector led initiatives, individual land or resources owners' investments and Trust Fund institutions such as Environmental Conservation Trust of Uganda (ECOTRUST), Bwindi and Mgahinga Conservation Trust (BMCT).

However, there is no nationwide independent funding mechanism to provide funding and other technical support for biodiversity conservation and natural resources management. This is the funding gap that UBTF aims to fill. The preparation of this strategic plan therefore, undertook a significant level of reflections and consultations, both on the challenges to the biodiversity conservation and management, as well as the focus on and priorities of UBF as an independently managed institution.

The Plan highlights the UBTF niche as defined by its Mission of; "to serve as a catalyst for mobilizing, managing and channeling financial resources for biodiversity conservation and sustainable use of natural resources in Uganda for the benefit of current and future generations and the intrinsic value of nature." The SP focuses on ensuring that UBF becomes a credible source of financing mechanisms and other support to biodiversity conservation efforts. UBF will not engage in implementation of biodiversity conservation activities; instead, it will provide support to grantees/beneficiaries on a competitive basis. The UBTF will mobilize and manage funds in form of endowments, sinking funds and project funds and disburse these funds to grantees who will implement the funded conservation action.

The SP sets out UBF priorities for the 2017-2022 and forms the basis for strategic policy and management interventions and actions geared towards capturing and nurturing UBF's niche, and for growth and development of the institution. In addition, UBF will use the Strategic Plan for mobilizing resources, communicating UBF's programmes and achievements to its, stakeholders. The SP provides a framework based on UBF's DEED. It also provides for the development and implementation of its governance processes that include; management policies and strategies for resources mobilization, investments, partnerships, communication, risk management, grant management and supervision. The implementation of this SP will be achieved through the Business Plan and Annual Operational Plans.

The SP that was approved by the Board of Trustees on 3rd July 2017, was developed in a participatory manner with inputs from different stakeholders by the UBF Management Team with technical support from Wildlife Conservation Society (WCS). I would like to thank the UBF team, the management of WCS and all stakeholders for their contribution to the development of this SP. The generous financial support from USAID in kick-starting the planning is greatly appreciated. We believe the Plan will be a 'living document' that will guide UBF to achieve its Mission, while responding to future challenges and opportunities in the biodiversity conservation funding agenda. The publication of this SP only signifies the initial step in a long journey towards achieving biodiversity conservation objectives. The Board is fully committed to supporting management in the implementation process. On behalf of the UBF Board, I look forward to engaging with those at the 'heart' of UBF in realizing the strategies in the Plan to 2022.

Thank you.

A handwritten signature in black ink, appearing to be 'A. Mugisha'.

Dr. Arthur Mugisha
Chairperson, Board of Trustees



Shoebill
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1. Introduction

1.1 The Strategic Plan

This Strategic Plan is a policy tool providing guidance to Uganda Biodiversity Fund/Uganda Biodiversity Trust Fund (UBTF) to strategically position itself in Uganda's biodiversity conservation and natural resources management landscape by 2022. In this regards, the Strategic Plan presents UBTF priorities for the 2017-2022 and forms the basis for strategic policy and management interventions and actions geared towards capturing and nurturing UBTF's niche, and for growth and development of the institution. In addition, UBTF will use the Strategic Plan for mobilizing resources and partnerships, communicating UBTF's programmes and achievements to partners, stakeholders and beneficiaries.

The Strategic Plan is a broader framework focusing on UBTF's DEED, Mission, Goal and Objectives and provides for the development and implementation of its governance, financial, management/administrative, human resources policies as well as strategies for resources mobilization, investments, partnerships and communication, risk management, grant management and supervision. The implementation of this Strategic Plan will be operationalized by the UBTF Business Plan and Annual Operational Plans.

The Strategic Plan has been developed by the UBTF Management Team with technical support from Wildlife Conservation Society (WCS). The Strategic Plan was approved by the Board of Trustees on 3rd July 2017. The process of developing the Strategic Plan benefitted from input of several key stakeholders, information and data on status of biodiversity conservation and natural resources management and funding, experiences of and lessons from biodiversity conservation and natural resources management by government institutions, as well as national and international experiences of Environmental Trust Funds and Civil Society Organizations within and outside Uganda.

1.2 The Uganda Biodiversity Trust Fund

Uganda Biodiversity Trust Fund (UBTF) is registered in Uganda as an independent Trust incorporated under the Trustees Incorporation Act. The UBTF is currently governed by seven-person Trustees constituted as a Board of Trustees (BoT) supported by a management team headed by an Executive Director. The UBTF headquarters are based in Kampala, Uganda. The Mission of UBTF is to serve as a catalyst for mobilizing, managing and channeling financial resources for biodiversity conservation and sustainable use of natural resources in Uganda for the benefit of current and future generations and the intrinsic value of nature. The Mission is pursued through the following objectives:

- a. To support and promote conservation of biodiversity of global and national importance.
- b. To support and promote sustainable use and management of natural resources in Uganda.
- c. To support and promote actions addressing the vulnerability of biodiversity and ecosystems to climate change and other challenges.
- d. To support and promote knowledge, understanding and appreciation of the value of biodiversity and ecosystem services in Uganda.
- e. To act as liaison between government agencies, civil society, development partners and the private sector in biodiversity conservation and sustainable use of natural resources in Uganda.

The UBTF has joined other players active in conserving Uganda's biodiversity and management of natural resources. UBTF does not implement conservation activities and its contribution (value addition) is provision of additional long-term financing and strategies to support these efforts.



Guereza mum and infant
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1.3 Status of financing biodiversity conservation and natural resources management in Uganda

Government funding is channeled through ministries, local governments, lead agencies, universities, research organizations and parastatal agencies. Budget allocations are based on sector performance in relation to national economy and priorities set out in the National Development Plan (NDPII). Government budget is allocated in form of recurrent or development budget as well as conditional grants to local governments. Additional funding is obtained from internally generated revenues e.g., from tourism gate fees and concessions, produce/utilization revenues, fines and penalties, etc.

Over-all, there is insufficient funding for biodiversity conservation and natural resources management in Uganda. For example, the government budget allocation to biodiversity conservation in 2014 amounted to US\$ 216 million which was equivalent to 32% of the budget request by government institutions. Such budget shortfalls are expected to be met by contributions from other sources including the following:

- a. Bilateral funds channeled through the government budget framework, targeting sector ministries, Lead agencies, universities, research organizations, CSOs/NGOs and Private Sector.
- b. Multilateral funds mainly associated with UN Family (United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP) and Food and Agriculture Organization (FAO) and multilateral financing mechanisms/institutions (World Bank, Global Environment Facility (GEF), Climate Investment Fund (CIF), Global Climate Fund (GCF) etc.). This category of funding is mainly accessed by ministries, local governments, agencies, CSOs/NGOs, universities, research organizations, and parastatals in form of project grants.
- c. Regional programmes such as those under the East African Community (EAC)/Lake Victoria Basin Commission (LVBC), Nile Basin Initiatives (NBI), Inter-governmental Authority on Development (IGAD), Greater Virunga Trans-boundary Collaboration (GVTC), among others. These funds are mainly earmarked for selected themes/programmes or specific locations and activities and are accessed by ministries, agencies, universities, research organizations, and CSO/NGOs.
- d. Private Sector led initiatives mainly through the Corporate Social Responsibility (CSR), environmental mitigation and value addition, etc. provide support in form of grants to specific activities implemented by CSO/NGOs, Agencies such as Uganda Wildlife Authority (UWA), National Forestry Authority (NFA), Local governments, among others.
- e. Individual land or resources owners' investment mainly in nature based tourism, value addition, forestry, agriculture (including aquaculture) and livestock.
- f. Trust Fund institutions such as Environmental Conservation Trust of Uganda (ECOTRUST), Bwindi and Mgahinga Conservation Trust (BMCT), Mvule Trust, etc. whose funding support mainly targets communities and individual land owners.
- g. Conservation finance mechanisms promoted by NGOs/CSOs and private sector e.g., Payment for Ecosystem Services (PES) and Carbon Tree Funds.

However, there is no nationwide independent funding mechanism providing grants and other technical packages to a variety of stakeholders for biodiversity conservation and natural resources management. This is the funding gap that UBTF aims to address.



Elephants on the bank
© Andy Plumpton, WCS

2. The Situation Analysis

The UBTF operates in a dynamic and changing socio-economic and political environment within and outside the country. At the same time, UBTF is a growing institution with dynamic internal environment characteristic of young institutions. Both environments have been analyzed against the UBTF Mission and Objectives in order to provide sound basis for deriving strategic choices for UBTF investment in the next five years. This analysis is presented in subsequent sections.

2.1 Internal environment

The internal environment within UBTF is analyzed in the context of institutional strength and weaknesses or challenges, opportunities as well as threats or risks to its growth and good performance. This information has guided UBTF to make choices on what it should focus on To Enhance Strength, Eliminate weaknesses, Take advantage of opportunities and Hedge against threats and risks (TEETH).

2.1.1 Strength of UBTF

The UBTF is a “young” institution deriving its strength mainly from the legal establishment and its founding history. UBTF is a legally established independent Trust Fund with a defined identity including a logo, established office and website and email address. UBTF has well established governance structures and ongoing governance processes that are providing evidence of a “good start” of an institution demonstrating principles of good governance in terms of leadership, ownership, transparency and inclusiveness. Important and good decisions have been made in respect of the office establishment and staffing, launching and promoting the institution, initiating development of institutional policies and operational standards and procedures. Within six months of its establishment, UBTF completed recruitment of the core management staff and acquired office facilities and equipment.

The UBTF signed a MoU with WCS for programme funding support during 2017-2018 that focuses on institutional building. UBTF received a funding grant of US\$ 100,000 from USAID to fund its pioneer conservation project implemented by Jane Goodall Institute (JGI) and Chimpanzee Wildlife Trust (CWT). UBTF has inherited and nurtured partnerships with a number of institutions associated with its founding history, including WCS, United States Agency for International Development (USAID), Ministry of Water and Environment (MWE), and the African Network of Conservation Funds (CAFÉ), etc. The UBTF has gained rapid publicity, especially during the processes of its establishment, recruitment of the Trustees and Staff and during its Launch in March 2017. The contacts made with key players in biodiversity conservation and natural resources management during the launch are elemental blocks to step on and build the UBTF program. Collectively, all these achievements give UBTF a high level platform to launch its drive towards capturing its niche in Uganda’s conservation arena.

2.1.2 Opportunities

The most significant opportunity for enabling UBTF to fulfill its Mission is the inadequate financing for biodiversity conservation and natural resources management in Uganda coupled with absence of long term nationwide financing mechanism for multiple stakeholders (Figure 1).



Fishermen paddling
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Figure 1: Key Biodiversity funding gaps in Uganda (as at June 2017)

- ✦ **Management/protection of terrestrial and aquatic biodiversity habitats and ecosystems** within and outside protected areas, especially in Mt Elgon, Karamoja, Lake Kyoga and Upper Nile ecological systems which are “starved” of biodiversity programmes (**supports: NBSAP SO4**)
- ✦ **Protection/conservation** of endangered/threatened and rare species of plants and animals (includes birds, amphibians, reptiles and fishes) (**supports: NBSAP SO4**)
- ✦ Generation and management of **biodiversity information/data** (research, monitoring, data analysis and information dissemination) (**supports: NBSAP SO2 and SO5**)
- ✦ **Application of mitigation hierarchy** to address impacts of economic development infrastructure and related developments (**supports: NBSAP SO3**)
- ✦ **Offsetting the cost of conservation** (addressing Human-Wildlife Conflicts and natural resources-use conflict) (**supports: NBSAP SO4**)
- ✦ Building climate change **resilience** and promoting **mitigation** to climate change in refugee impacted areas and the areas of concentrated human settlement (**supports: NBSAP SO3 and SO6**)
- ✦ **Combating biodiversity crimes** (illegal trade, resources depletion, pollution, etc.) (**supports: NBSAP SO3**)

UBTF has identified “prospective” partners from within and outside the country including private sector players and donors who are interested to support biodiversity conservation and natural resources management in Uganda through independent Trust Funds such as UBTF in form of sinking funds or contributing to endowments funds. UBTF is developing strategies to access funds from such sources.

2.1.3 Weaknesses/Challenges

UBTF recognized the following challenges, many of which are typical of institutions that are in their initial stages of formation.

- a. **Mobilizing funds:** UBTF is a new comer in conservation financing arena requiring strategic approaches to compete or complement with other players in this arena.
- b. **Meeting the high expectations:** The UBTF Trustees are desirous of mobilizing and providing funds, have a fully functional independent institution with adequate manpower, facilities and policies. This high level expectation is influencing the BoT to demand high standards of performance.. Likewise, there is high expectation of funding support from UBTF.
- c. **Institutional capacity:** The UBTF capacity is constrained by inadequate human resource with requisite skills and expertise to manage a trust fund/ financing institution. The present staffing level is low and is expected to increase as the programme portfolio increases. In the interim, UBTF plans to review the staffing levels and skills required and rationalize and address capacity needs using resources from USAID through WCS.
- d. **Identity:** The process of creating UBTF and current operations are supported by WCS with financing support from USAID. Whilst this funding support is an opportunity nurturing UBTF, it also presents a challenge of associating UBTF with USAID and WCS. UBTF greatly values this support as a “beneficiary” but at the same time, UBTF wishes to grow and graduate from being a beneficiary grantee to being an independent institution qualifying to partner with WCS and USAID and other donors.
- e. **Communicating UBTF:** The UBTF is aware that it requires more time and financial resources to undertake an effective communication and outreach effort and ensure that UBTF identity and value proposition are well understood and appreciated by respective audiences.



*Riverine Forest Patch in
Western Uganda*
© Andy Plumptre, WCS

- f. **Maintaining focus on the UBTF Mission:** Although UBTF has not faced any challenges testing its firmness to maintain focus on UBTF Mission, it is its development strategies that will guide resource mobilization, investment and grant making and ensure that it remains focused on its Mission.

2.1.4 Uncertainties/threats/risks

Mobilizing conservation finance: There is uncertainty regarding replenishment of global conservation funds as well as funding priorities and modalities. UBTF realizes that since 2015, conservation financing landscape has shifted focus to Sustainable Development Goals (SDGs) and Paris Agreement on Climate Change. This trend depicts low priority funding to biodiversity conservation.

Investment markets: Conservation Trust funds have for a long time invested endowment funds in dynamic investment markets with mixed results. Over five-year period from 2011-2015, the average net returns on investment for Conservation Trust Funds has averaged 4.5%, which is lower than previous periods where returns were close to 6.34%. Successful Trust Fund investors have typically focused on well-diversified portfolios with moderate risk levels, with a goal of seeking to cover inflation over time while generating adequate returns to pay for conservation work. This has typically meant that developing market economies are a small part of the overall portfolio, and that Trust Funds in developing countries house the bulk of their investments offshore.

Recognition: As a new institution, UBTF is uncertain of the level of recognition and acceptance by other players in biodiversity conservation and natural resources management. This uncertainty is likely to be amplified by competition for available funding and failure to meet stakeholders and donor expectations. Competition is likely to come from beneficiaries (government, Trust Funds, NGOs/CSOs, Private Sector) for financial resources and attribution of achievements. Failure to meet these expectations has the potential to affect UBTF credibility as trusted source of conservation funds. UBTF is also likely to face politically motivated pressures on investment and grant making decisions.

2.2 The external environment

The external environment within which UBTF operates is categorized as follows:

- a. **Funding opportunities:** in the context of the dynamics of conservation financing both within and outside Uganda. The following are potential sources of funding within and outside Uganda for capitalizing UBTF endowment or non-endowment grants whereby UBTF qualifies to become an executing entity.
 - i. **In country opportunities:** innovative funding opportunities defined in Uganda's Biodiversity Finance Plan (BioPlan) and National Biodiversity Finance Plan (NBFP) includes biodiversity offsets, payment for ecosystem services (PES), water resources management, private sector engagement, biodiversity stewardship, biodiversity accounting, coordination of biodiversity conservation funds, sustainable forest and biodiversity management and biodiversity climate change synergies.
 - ii. **External Opportunities:** includes Climate Change Funds such as Global Climate Fund (GCF), Global Biodiversity Funds (e.g., Global Environment Funds (GEF), Multi-Lateral Environmental Agreement (MEAs)/Conventions), Bilateral and Multi-lateral, Foundations, among others.
- b. **Potential grantees:** They fall under the following broad categories: i) Government ministries, departments and agencies; ii) NGOs/CSOs/CBOs; iii) NGO/NGO/Private Sector networks and platforms; iv) Research and Academia; v) Private Sector and, vii) individual land owners. The UBTF Grant making procedures will elaborate the procedures for applying, approving and administering the grants and other committed support.



*Jacksons three horned
chamaeleon*
© Andy Plumpton, WCS

- c. Potential partners: They comprise of the following broad categories:
 - i. Multilateral Development Banks, Secretariats and Executing Agencies of Multilateral Environmental Agreements/Conventions, Foundations, Donor Agencies managing bilateral funds for development assistance to Uganda.
 - ii. Regional Economic blocs (EAC, IGAD, etc.) and programme of Regional bodies such as NBI Trust Funds.
 - iii. In-country donor programmes, private sector, Government and nongovernment entities.
 - iv. Local governments, communities individual land owners.
- d. Key biodiversity conservation funding gaps: the funding gaps constitute potential/priority areas for UBTF fundraising as well as potential/ priority areas for financing by UBTF in the next 5 years and are defined in the NBSAP and other key sectoral plans of mandated institutions:

2.3 Lessons /experiences from other Trust Funds

The following experiences of other funding institutions, especially, those operating in Uganda are good lessons for UBTF to learn from during the implementation of the Strategic Plan.

- a. Striking a balance between Endowment and Sinking funds. Experiences from other Trust Funds reveal that there are more opportunities for raising sinking funds than for growing the endowment, hence the high influence on resources mobilization. Trust Funds have explored opportunities for acquiring long-term sinking funds (eight or ten years) during which periods, the Trust Funds implement programmes whilst mobilizing additional resources to capitalize the endowment.
- b. Capacity: The success of mobilizing and managing funds and other resources lies in the level of complimentary capacities of BoT and the Management team. The Management team being the lead player ought to have skills and time to devote to fundraising and resources mobilization and networking locally and internationally, while the BoT ought to have capacity to provide good governance and oversight, make good investment decisions and choices, and to supervise investment managers. Further, the Trust Funds ought to have adequate good policy tools for guiding resource mobilization (fundraising strategies) and fund management (investment strategy).
- c. Financial sustainability: Trust Funds struggle to achieve long-term financial sustainability by ensuring that financial resources are managed carefully to meet programme needs. A Sustainability plan is an essential tool for the Fund to develop and enforce. In addition, Trust Funds develop and implement finance and budget controls policies in order to ensure sustainability.

2.4 The priorities for UBTF for 2017-2022

The priorities for funding by UBTF during the planning period have been selected taking into account the Mission of UBTF and the identified funding gap in biodiversity conservation and natural resources management. The set priorities fall under two broad categories: i) investments in biodiversity conservation and natural resources management, and, ii) strengthening UBTF.

2.4.1 Investments in biodiversity conservation and natural resources management

The UBTF will prioritize supporting activities contributing to the following priority area.

- a. Generation and dissemination of knowledge about biodiversity.
- b. Innovations for addressing negative impacts of social and economic development on biodiversity (e.g., biodiversity offsets, human-wildlife conflicts).



Mubwindi swamp
© Andy Plumpton, WCS

- c. Capacities for managers, land owners and communities to conserve biodiversity and sustainably manage natural resources.
- d. Building ecosystems and livelihoods resilience to climate change

2.4.2 Institutional growth and development

The UBTF will focus on the following priority area.

- a. **Capturing the niche:** the following are priority actions for the planning period:
 - i. Profiling the UBTF through building and communicating corporate image and relevance.
 - ii. Develop and implement UBTF business plan and set priority actions for solidifying UBTFs role as a leading biodiversity conservation and natural resources management financing institution in the country.
 - iii. Carrying out outreach and networking at national and international levels targeting potential donors and partners and, engaging the conservation fraternity.
 - iv. Reporting and providing accountability to UBTF Stakeholders, partners and grantees.
- b. **Building institutional capacity and credibility:** the following are priority actions for the planning period:
 - i. Setting realistic growth targets and growth structure (for example: 80% endowment; 20% sinking).
 - ii. Recruitment, skilling and retaining high caliber human resources.
 - iii. Developing and applying sound policies for financial management grant making, investment management, human resources, administration, communication, outreach and partnerships and cost-recovery and risk management.
 - iv. Developing and applying monitoring and evaluation systems.
 - v. Developing and applying credible governance policies, structures, processes and practices.
- c. **Strengthening capacity for resources mobilization and grant management: the following are priority actions for the planning period:**
 - i. Developing and implementing a Resources Mobilization Strategy.
 - ii. Developing and implementing an Investment Strategy.
 - iii. Developing and implementing grant management systems and guidelines for soliciting grant applications, processing and management of the grants.
 - iv. Developing and applying UBTF Cost - Recovery Policy.

3. The niche of UBTF

The UBTF niche is defined by UBTF Mission of providing financing to biodiversity conservation and management of Uganda's natural resources for current and future generation and the intrinsic value of nature. The Strategic Plan focuses on ensuring that UBTF becomes a credible source of finances and other support to these efforts. UBTF will not engage in implementation of biodiversity conservation activities, instead, it will provide support to grantees/beneficiaries on a competitive basis. UBTF contribution adds value to ongoing efforts by paying attention on gaps in funding as well as innovations for biodiversity conservation. The UBTF will mobilize and manage funds in form of endowments, sinking funds and project funds and, disburse these funds to grantees who will implement the funded conservation action.



Pied kingfisher in flight
© Andy Plumtre, WCS

4. Strategic options

4.1 Development Goal (2017/18 – 2022/23)

The development Goal for the 2017- 2022 is **a credible source of funding for biodiversity conservation and natural resources management in Uganda**. This means that during the planning period, UBTF will focus on implementing strategies and actions that will enable UBTF realize an estimate of USD 10.0 million in form of endowment and sinking funds and providing funding support to projects worth at least USD 3.5 million. The development goal will be delivered through three development objectives elaborated in section 4.2.

4.2 Development Objectives

The UBTF will achieve the 2017-2022 development goals through the following three development objectives:

- a. DO1: To build UBTF credibility and capture its niche in biodiversity conservation and natural resources management arena.
- b. DO2: To build UBTF capacity to deliver its Mission.
- c. DO3: To mobilize and avail financial and other resources for biodiversity conservation and natural resources management.

4.3 Development targets or outputs

The UBTF will realize the following targets or outputs for each development objective:

- A: **Development Objective One: To build UBTF credibility and capture its niche in biodiversity conservation arena.** The following outputs are targeted:
 - a. Credible funding mechanisms for priority biodiversity conservation and natural resources management issues in Uganda.
 - b. Sound UBTF Corporate Governance tools, systems and processes.
 - c. Government, UBTF donors, partners, grantees and general public aware of and appreciating UBTF programmes and services.
 - d. Sound knowledge/information on the "UBTF health".
- B: **Development Objective Two: To build UBTF capacity to deliver its Mission:** The following outputs are targeted:
 - a. Adequate, skilled and motivated UBTF staff/manpower.
 - b. Well-resourced UBTF.
 - c. Quality UBTF services.
 - d. No or minimal cost to UBTF for delivering the programme.
- C: **Development Objective Three: To mobilize and avail financial and other resources for biodiversity conservation:** The following outputs are targeted:
 - a. UBTF endowment and sinking funds amounting to USD 10 million (working towards a ratio 80:20 in the long-term, respectively).
 - b. UBTF multi-year support (grants and other resourcing) amounting to USD 3.5 million.
 - c. Endowment investment growth rate of 5-10% and net return of 3-5% on investments per annum.

The Strategies, outputs and targets are presented in Figure 1 and Table 1.

Figure 1: Strategic Plan pictogram

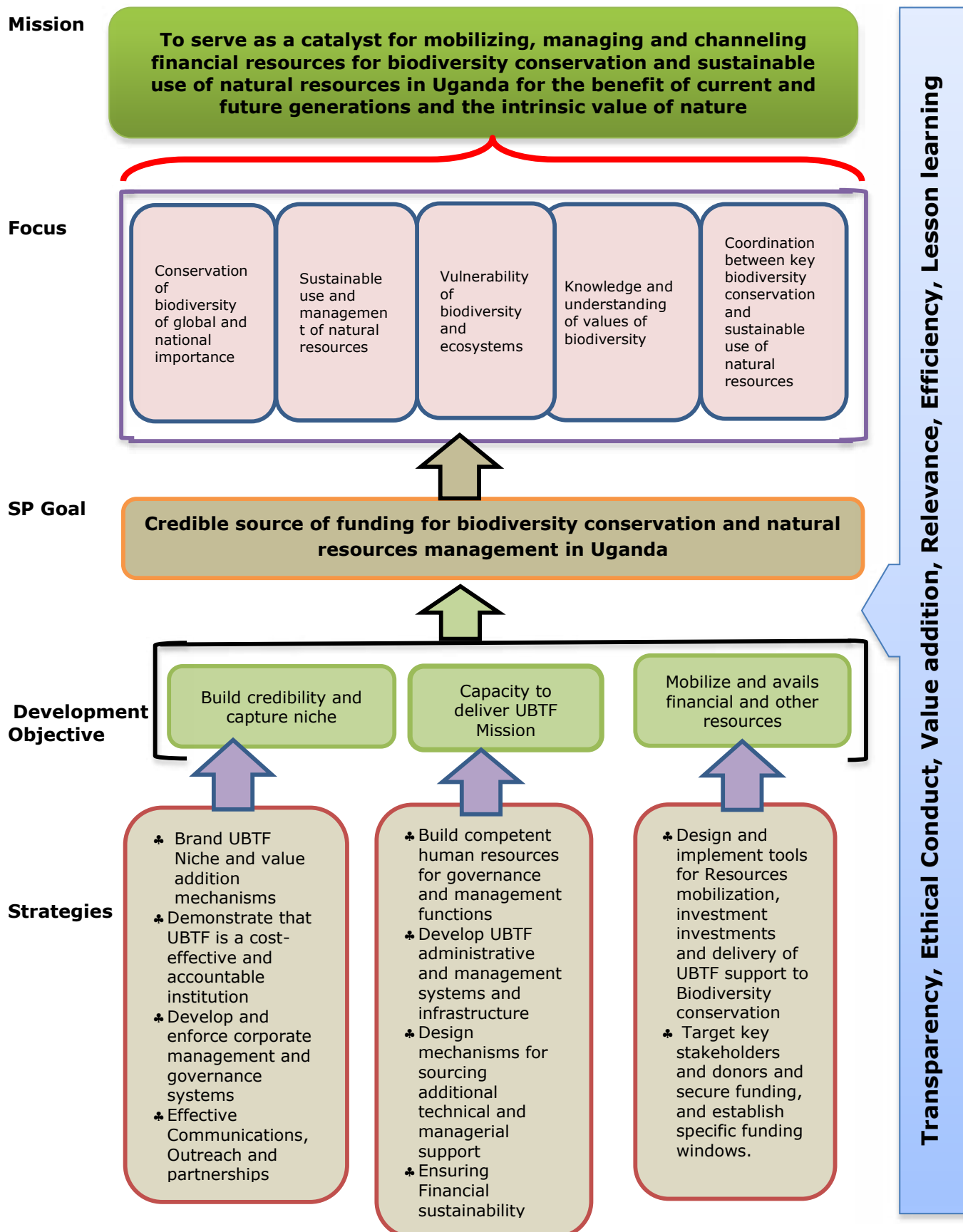


Table 1: Strategies and outputs matrix

4.4 Strategies and actions

Development Objective	Strategies	Investment/intervention	Target/Output
DO1: To build UBTF credibility and capture its niche in biodiversity conservation and natural resources management arena	Brand UBTF Niche and value addition mechanisms	<ul style="list-style-type: none"> a. Define mechanisms for engaging with mandated institutions and other lead players in Uganda’s biodiversity and natural resources management by end of 2017. b. Develop and implement UBTF business plan and set priority actions for solidifying UBTFs role as a leading biodiversity conservation and natural resources management financing institution in the country. 	♣ A trusted and recognized source of funding complementing work of government and other players in biodiversity management and natural resources management in Uganda.
	Demonstrate that UBTF is a cost-effective and accountable institution	a. Develop, publicize and enforce cost-effective measures/systems for fund and resources management	♣ Effective management and governance processes
		b. Provide UBTF support through grants and avail resources for biodiversity conservation	♣ A competitive UBTF providing mechanisms for channeling financial resources towards biodiversity conservation in Uganda
		c. Convene annual Stakeholder forum in October 2017, 2018, 2019, 2020, 2021	♣ Common biodiversity financing agenda for Uganda
Develop and enforce corporate management and governance systems		<ul style="list-style-type: none"> a. Constitute the BoT and its structures (by end of 2017). b. Ensure good governance practices and decision making processes. c. Develop and commence implementation of UBTF Business Plan (by September 2017) d. Develop and apply performance assessment and evaluation systems. e. Develop and enforce UBTF policies and systems for sound financial, human resources, administrative and governance processes. f. Design and implement knowledge/information management system 	♣ Sound UBTF Corporate Governance tools, systems and processes

	Effective Communications and Outreach and partnerships	<ul style="list-style-type: none"> a. Design and implement Communication, Outreach and Partnership actions. b. Undertake effective communication, outreach and partnerships engagement with government institutions, UBTF donors, partners, grantees and general public. 	<ul style="list-style-type: none"> ♣ Government, UBTF donors, partners, grantees and general public aware of UBTF programmes and services. ♣ Sound knowledge/information on the "UBTF health" informed by monitoring and evaluation systems.
DO2: To build UBTF capacity to deliver its Mission	Build competent human resources for governance and management functions	<ul style="list-style-type: none"> a. Design and enforce Human Resources Manual providing measures for recruitment, retention, reward and motivating staff. b. Assess human resource needs and skills and design and implement skills development plan. c. Rationalize human resources capacity to deliver UBTF Mission 	<ul style="list-style-type: none"> ♣ Adequate, skilled and motivated UBTF staff/manpower
	Develop UBTF administrative and management systems and infrastructure	<ul style="list-style-type: none"> a. Acquire and manage UBTF office facilities and infrastructure 	<ul style="list-style-type: none"> ♣ Well-resourced UBTF
	Design mechanisms for sourcing additional technical and managerial support	<ul style="list-style-type: none"> a. Identify potential sources of technical and managerial support by end of 2017. b. Enter formal collaborative ventures or partnerships to provide technical and managerial support with targeted entities (institutions, professional networks, individuals). 	<ul style="list-style-type: none"> ♣ Quality UBTF services
	Ensure Financial sustainability	Design and enforce Financial Sustainability and Cost-recovery Policy by end of 2017.	<ul style="list-style-type: none"> ♣ No or minimal cost to UBTF for delivering the programme
DO3: To mobilize and avail financial and other resources for biodiversity conservation	Design and implement tools for resources mobilization, capitalization, investments and delivery of UBTF support to Biodiversity conservation	<p>Design:</p> <ul style="list-style-type: none"> ♣ Resources Mobilization and Capitalization Strategy (by August 2017) ♣ Investment Strategy (by end of 2017) ♣ Grant policy guidelines (by August 2017) ♣ Risk Mitigation and Management Strategy (by end of 2017) ♣ Recruit, supervise and monitor Investment Manager 	<ul style="list-style-type: none"> ♣ UBTF endowment and sinking funds amounting to USD 10 million (ratio 80:20) ♣ UBTF multi-year biodiversity support portfolio (grants and other resourcing) amounting to USD 3.5 million ♣ Endowment growth rate of 5-10%



Waterfall
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5. Implementation arrangements and requirements

5.1 Duration

The Strategic Plan will be implemented over a 5-year period effective July 2017.

5.2 Implementation strategy

The over-all strategic approach is to maintain focus on the Mission of UBTF and provide services in a transparent manner and on competitive basis within the framework of the Grant Management Policy and Guidelines. Whilst UBTF will respect biodiversity conservation and natural resources management proposals submitted by prospective beneficiaries for support, UBTF will require all applicants to ensure that the following principles are adhered to:

- a. Rights of the people, including minority ethnic groups to access and sustainably use biodiversity resources.
- b. Ensure adequate gender and inclusiveness dimensions in the implementation of the proposed activities.
- c. Neutral political orientation.

In addition, UBTF upholds the following values that will be applied in all decisions of UBTF: transparency, ethical conduct, value addition, relevance, efficiency, lessons learning.

5.3 Implementation arrangements

5.3.1 Role of the Board

The over-all responsibility for ensuring implementation of the Strategic plan lies with the BoT. The Board will oversee and monitor the implementation of this strategic plan. The Board will commission mid-term and end of term review of the Strategic Plan. The latter will inform the preparation of the Strategic Plan for the subsequent planning period.

5.3.2 Role of the Management

The day-to-day implementation of the Strategic Plan is a responsibility of the Management Team headed by the Executive Director. The Management Team with approval of the Board may hire technical experts or enter collaboration with centers of excellence to support implementation of some aspects of Strategic Plan.

5.3.3 Requirements and Budget

The following requirements will be met in order to ensure that the plan is implemented successfully.

A. Management Team.

The following positions will be filled in a phased manner for the following key responsibilities: i) Programs Manager ii) Accountant, iii) Communications/ Outreach and Partnerships, iv) Grants Officer, v) Monitoring/Evaluation and Learning.

B. Additional technical support.

Additional technical support in the following areas will be mobilized:

- i. Biodiversity conservation and natural resources management.
- ii. Resources mobilization and fundraising.
- iii. Investment options.



Waterbuck drinking
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C: Budget

The following cost centers comprising both recurrent and development budget items will be managed: staff emoluments, office running costs, board costs, communication /outreach and partnerships, technical services, M&E, Stakeholder forum. The recurrent budgets estimate is approximately USD 350,000 per year.

D: Source of funds

The UBTF will finance its recurrent budget for organizational costs with funds raised from the following potential sources:

- i. Technical assistance /technical collaboration.
- ii. Income from management overheads and cost-recovery from projects budgets.

5.4 Monitoring and evaluation framework

5.4.1 Monitoring and evaluation

a) Rationale for undertaking monitoring and evaluation

The over-all aim for conducting monitoring and assessment is to identify shortcomings and recommend remedial actions and ensure that UBTF realizes full implementation of this Plan. The monitoring and evaluation effort aims at providing a regular review of the progress of implementation in terms of in-puts, outputs/targets and quality of services. It will involve routine information gathering, analysis and reporting to Donors, Partners and Stakeholders, as appropriate.

Over-all, the Monitoring and Evaluation Framework will focus on:

- a) Promoting accountability for the achievement of Strategic Plan objectives through the assessment of outputs.
- b) Promoting learning, feedback, and information sharing of results and lessons learned during Strategic Plan implementation.

The specific objectives for developing and applying the Monitoring and Evaluation Framework are to:

- a) Provide UBTF Management and BoT with the information needed to guide the Strategic Plan implementation towards achieving its goals and development objectives.
- b) Provide early contingency plan for the likely problematic activities and processes that need corrective action.
- c) Provide a basis for systematically collecting and analyzing information on the changes arising from Strategic Plan activities.
- d) Ensure accountability and value for money (accountability to the Donors, Government and biodiversity conservation stakeholders and to the people of Uganda).

Monitoring will focus on performance and output indicators for each activity/undertaking (Table 2), output realized and the over-all outcome of the Strategic Plan. A compulsory mid-term review of the Strategic Plan during 2019/2020 and End of Strategic Plan implementation evaluation in 2022 will be carried out.

b) Roles and responsibilities

The BOT is responsible for commissioning the mid-term and end of term reviews/evaluation. The Executive Director is responsible for day-to-day monitoring and annual performance reviews.

5.4.2 Information management, sharing systems and procedures

Information and experiences on Strategic Plan performance will be disseminated to Donors, Partners and UBTF networks through list serve/email user group, newsletter(s), and internal meetings and through reports and publications.

Table 2: Monitoring and Evaluation Framework

Strategies	Investment/intervention	Target/Outcome	Indicator	MoV	Assumption
<p>DO1: To build UBTF credibility and capture its niche in biodiversity conservation and natural resources management arena</p> <p>Brand UBTF Niche and value addition mechanisms</p>	<p>Define mechanisms for engaging with mandated institutions and other lead players in Uganda's biodiversity and natural resources management by end of 2017.</p> <p>Develop and implement UBTF business plan and set priority actions for solidifying UBTFs role as a leading biodiversity conservation and natural resources management financing institution in the country.</p>	<p>Credible source of funding complementing work of government and other players in biodiversity management in Uganda.</p> <p>Agreed/approved priority actions for implementing the Strategic Plan</p>	<p>a. Size/Volume of UBTF investment in Biodiversity conservation</p> <p>b. Diversity of UBTF grantees</p> <p>Incremental implementation progress</p>	<p>Annual performance report</p> <p>Annual Reports</p>	<p>n/a</p> <p>n/a</p>
<p>Demonstrate that UBTF is a cost-effective and accountable institution</p>	<p>Develop, publicize and enforce cost-effective measures/systems for fund management</p> <p>Provide UBTF support through grants and avail resources for biodiversity conservation</p> <p>Convene annual Stakeholder forum in October 2017, 2018, 2019, 2020, 2021</p>	<p>Effective management and governance processes</p> <p>A credible source of funding for biodiversity conservation and natural resources management in Uganda</p> <p>Common biodiversity financing agenda for Uganda</p>	<p>a. Diversity of UBTF donors and funding mechanisms channelling (committed to channel) financial support through UBTF</p> <p>b. Quality of UBTF services</p> <p>Funded activities</p> <p>Stakeholder views on priorities</p>	<p>UBTF Policies</p> <p>Annual performance reports</p> <p>Annual performance reports</p> <p>Forum report</p>	<p>n/a</p> <p>n/a</p>
<p>Develop and enforce corporate management and governance systems</p>	<p>Constitute the BoT (and its structures) (by end of 2017).</p> <p>BoT governance and decision making processes.</p> <p>Develop and implement UBTF Business Plan (by August 2017).</p> <p>Develop and apply management and governance performance and evaluation systems.</p>	<p>Sound UBTF Corporate Governance tools, systems and processes</p>	<p>Level of institutional stability</p>	<p>Policy and Plans documents</p> <p>Records of BoT decisions</p> <p>M&E report</p> <p>Information on UBTF website, technical report and other</p>	

Strategies	Investment/intervention	Target/Outcome	Indicator	MoV	Assumption
	<p>e. Develop and enforce UBTF policies and systems for sound financial, human resources, administrative and governance processes.</p> <p>f. Design and implement knowledge/information management system.</p>			<p>publicity materials</p> <p>Audit reports</p>	
Effective Communications, Outreach and partnerships	<p>a. Design and implement Communication, Outreach and Partnership Strategy.</p> <p>b. Undertake effective communication, outreach and partnerships engagement with government institutions, UBTF donors, partners, grantees and general public.</p>	<p>a. Government, UBTF donors, partners, grantees and general public aware of UBTF. programmes and services</p> <p>b. Sound knowledge/information on the "UBTF health" informed by monitoring and evaluation systems.</p>	<p>Level of awareness of UBTF services among stakeholders, beneficiaries and general public.</p>	<p>Stakeholder/public and grantees responses on UBTF support</p> <p>Diversity of UBTF partnerships.</p>	
DO2: To build UBTF capacity to deliver its Mission					
Build competent human resources for governance and management functions	<p>a. Design and enforce Human Resources Manual providing retention, reward and motivating staff.</p> <p>b. Assess human resource needs and skills and design and implement skills development plan.</p> <p>c. Rationalize human resources capacity to deliver UBTF Mission.</p>	Adequate, skilled and motivated UBTF staff/manpower	Institutional Performance	<p>Annual report</p> <p>Staff performance appraisals report</p> <p>Staff Capacity/skills</p>	
Develop UBTF administrative and management systems and infrastructure	a. Acquire and manage UBTF office facilities and infrastructure.	Well-resourced UBTF	Growth in institutional facilities and infrastructure	UBTF inventory/asset register	
Design mechanisms for sourcing additional	a. Identify potential sources of technical and managerial support by end of 2017.	Quality UBTF services	Diversity of partners and collaborative ventures	Annual report	

Strategies	Investment/intervention	Target/Outcome	Indicator	MoV	Assumption
technical and managerial	b. Enter formal collaborative ventures or partnerships to provide technical and managerial support with targeted entities (institutions, professional networks, individuals).				
Ensuring Financial sustainability	a. Design and enforce Financial Sustainability and Cost-recovery Policy by end of 2017.	No or minimal cost to UBTF for delivering the programme	Income to UBTF	Financial Records Audit report	
DO3: To mobilize and avail financial and other resources for biodiversity conservation and natural resources management					
Design and implement tools for resources mobilization, capitalization, investments and support to Biodiversity conservation	Design: a. Resources Mobilization and Capitalization Strategy (by August 2017). b. Investment Strategy (by end of 2017). c. Grant policy guidelines (by August 2017). d. Risk Mitigation and Management Strategy (by end of 2017). e. Recruit, supervise and monitor Investment Manager.	a. UBTF endowment and sinking funds amounting to USD 10 million (ratio 80:20) by 2021 year and 50 million by 2016 year UBTF multi-year biodiversity support portfolio (grants and other resourcing) amounting to USD 3.5 million. b. Endowment growth rate of 5-10% and 3-5% returns on investments per annum.	a. Size and growth of the endowment and sinking funds. b. Size/scope of UBTF funded projects/activities. c. Size and growth of the fund investments. d. Size of returns from UBTF investments.	Financial Records Audit reports Annual report Investment records.	



Wrestling gorillas
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6. Risk assessment and Management

Risk management is a process involving identifying the risk, evaluating and prioritizing risk and, managing and mitigating risk. For purposes of this Strategic Plan is defined as the level of exposure to uncertainties (opportunities, challenges and threats) that UBTF will seek to understand and effectively manage as it strives to achieve its development objectives and create value.

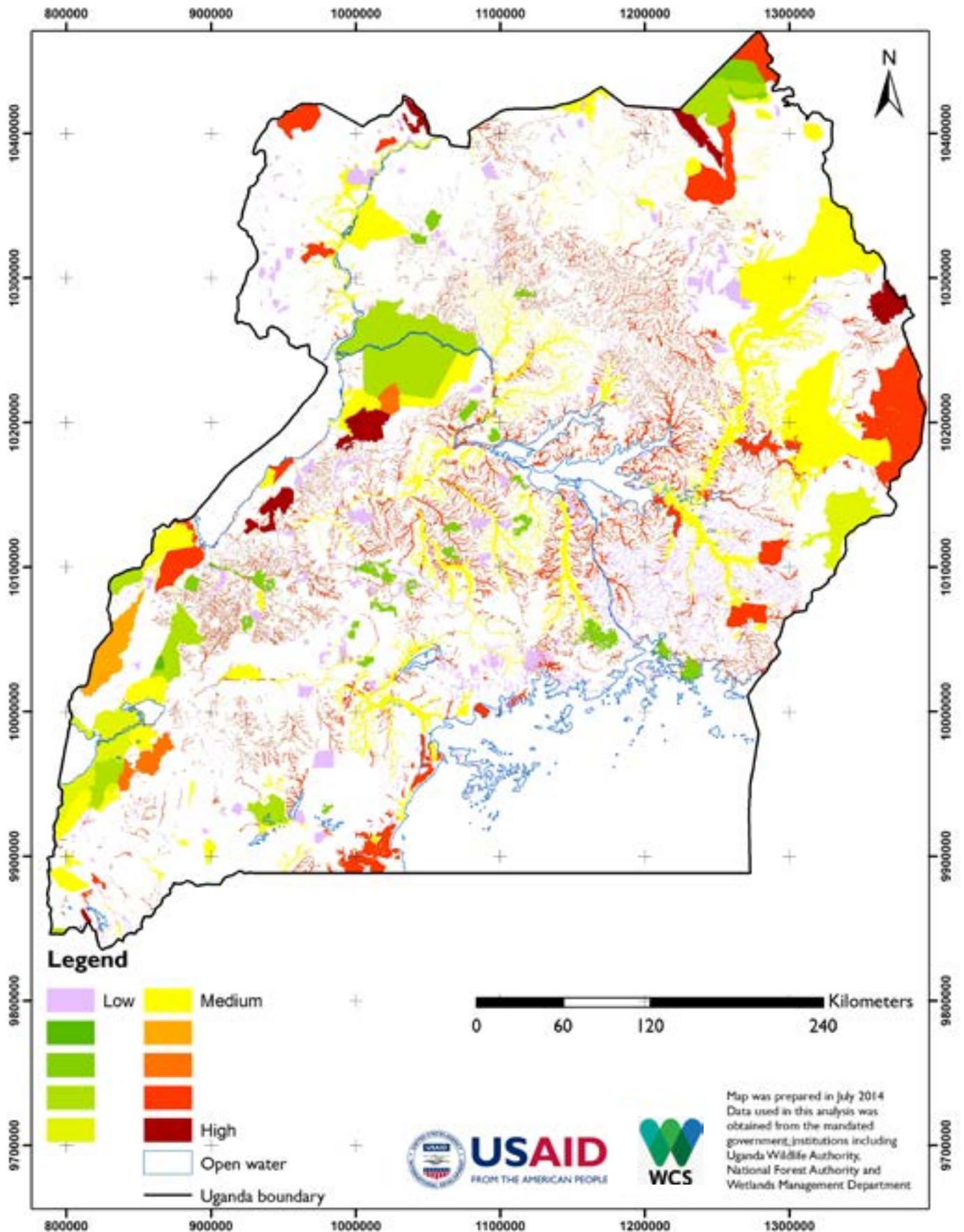
The following risks have been identified:

- a) Maintaining the balance between UBTF Mission and niche and funding opportunities and collaborative ventures that could attract UBTF to serve beyond the Mission.
- b) Demonstrating good leadership in order to sustain UBTF credibility and move towards meeting Stakeholder expectations.
- c) Demonstrating relevance and value addition through quality service and products.
- d) Sustaining/growing UBTF funding base because of dynamic world stock market or lower possible investment returns or change in funding priorities for biodiversity conservation.
- e) Political instability in Uganda.
- f) Currency fluctuations and devaluation of the Ugandan Shilling

The UBTF will apply the following strategies to mitigate/manage these risks.

- a) Focusing on its Mission and sticking to the Strategic plan priorities.
- b) Identifying and engaging strategic partnerships.
- c) Developing and applying Monitoring and Evaluation framework as a management tool.
- d) Periodically assessing UBTF performance and its competitiveness and addressing shortcomings.
- e) Ensuring effective governance.
- f) Strengthening capacity for delivering the UBTF Mission.
- g) Strengthening financial systems and controls by overcoming any weaknesses identified during its operations.

Investment Priority Ranking





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