

CLIENT CHARTER

2025/2026 - 2029/2030

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FOREWORD

Uganda is blessed with an extraordinary wealth of wildlife and natural heritage. From the majestic mountain gorillas of Bwindi, to the sweeping savannahs of Queen Elizabeth National Park, to the diverse birdlife along the shores of Lake Victoria, our country's natural treasures are a source of pride, identity, and prosperity. Safeguarding this heritage is both a national duty and a global responsibility.

The Uganda Wildlife Authority (UWA) has, over the years, stood at the forefront of this mission. Conservation is not only about protecting species and habitats; it is also about serving people. Visitors, partners, communities, and stakeholders deserve the highest standards of service, transparency, and accountability.

This **Client Charter** is therefore a landmark commitment. It sets out the principles, standards, and expectations that will guide UWA in delivering services with integrity, efficiency, and respect. It is a pledge to our clients that their voices matter, their experiences count, and their trust will be honored.

As Chairman of the Board of Trustees, I commend the Uganda Wildlife Authority for developing this Charter.

Our Vision:

To be a global leader in wildlife conservation.

Our Mission:

To sustainably manage the Wildlife and Wildlife Conservation Areas (CAs) for the benefit of the people of Uganda and the global community.

I call upon all staff, partners, and stakeholders to embrace it fully, for it is through collective effort that we can achieve excellence in service and sustainability in conservation.

Together, let us ensure that Uganda's wildlife continues to thrive, and that every client who engages with UWA experiences the dignity, professionalism, and care that this Charter promises.

A handwritten signature in black ink, appearing to read "Prof. Kalema", is positioned above the name of the signatory.

Prof. James Kalema

CHAIRMAN BOARD OF TRUSTEES



PREAMBLE

Uganda Wildlife Authority (UWA) is a semi-autonomous government statutory body established by the Uganda Wildlife Statute in 1996 through a merger of the former Uganda National Parks (UNP) and Game Department (GD). Its existence was continued by the Uganda Wildlife Act Cap 200 of 2000. In 2019, the law was amended to Uganda Wildlife Act, Cap 17 of 2019 and repealed in 2024 to provide for the merger with the Uganda Wildlife Conservation Education Center (UWEC) under the Rationalization of Government Agencies and Public Expenditure (RAPEX) reform programme. The Act is currently cited as the Uganda Wildlife Act Cap 315.

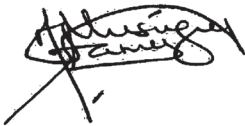
The key functions of UWA are outlined under section 6(1) of the Uganda Wildlife Act, specifically focusing on the sustainable management of wildlife, generation of policies and plans, coordination of wildlife management, monitoring and supervision of activities related to wildlife management in Uganda, promoting collaborative arrangements, promoting of wildlife related research and enhancing public awareness about wildlife conservation.

The Uganda Wildlife Authority exists to conserve, protect, and sustainably manage Uganda's wildlife resources for the benefit of present and future generations. This mandate is not only about safeguarding biodiversity, but also about ensuring that every client who interacts with us—whether a tourist, community member, partner, or investor, receives services that reflect professionalism, efficiency, and respect.

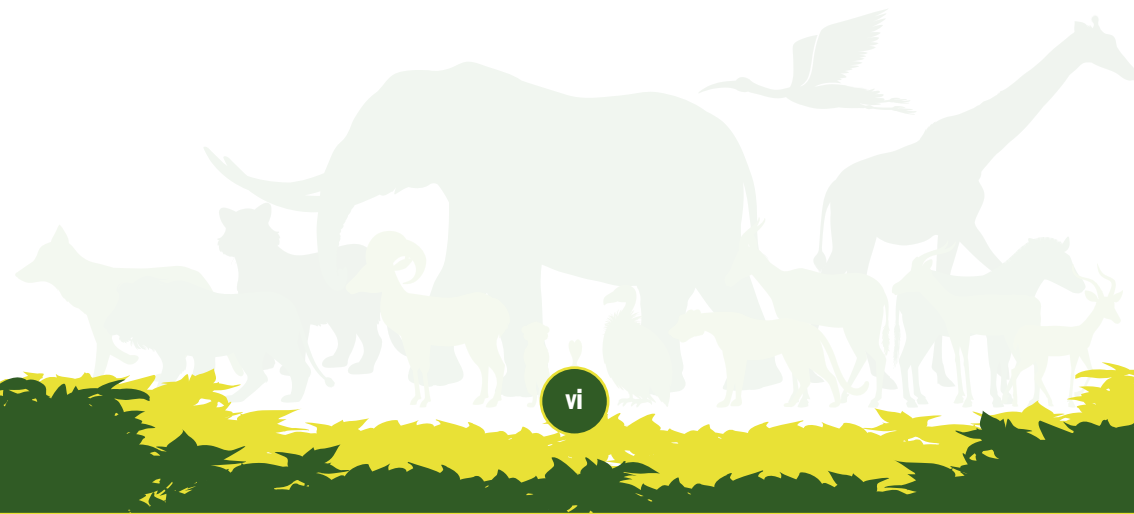
The Client Charter is our operational compass. It defines the standards by which we serve, the values that guide our conduct, and the mechanisms through which clients can hold us accountable. It is both a promise and a tool: a promise that our services will be delivered transparently and fairly, and a tool that empowers clients to know what to expect and how to engage with us.

As Executive Director, I recognize that the success of our conservation mission depends on trust. Trust is built when clients experience consistency, responsiveness, and integrity in every interaction. This Charter therefore represents our collective commitment to excellence in service delivery, continuous improvement, and open communication.

I call upon all staff of the Uganda Wildlife Authority to internalize and uphold the principles enshrined in this Charter. Let it guide our daily work, inspire innovation, and strengthen our relationship with the public. Together, we can ensure that Uganda's wildlife heritage is not only protected, but also celebrated through the quality of service we provide.

A handwritten signature in black ink, which appears to read 'James Musinguzi', is written over a circular stamp. The signature is bold and stylized, with a large 'J' and 'M'.

Dr. James Musinguzi, PhD
EXECUTIVE DIRECTOR



CHAPTER 1: INTRODUCTION

The Uganda Wildlife Authority Client Charter presents the Commitments of the Authority in delivering services to its clients and the general public. It outlines the Authority's mandate, vision, mission and core services offered, commitments, standards of service delivery, principles and values.

The Charter also outlines the Authority's clients, defines their rights and obligations, and presents the accountability framework and procedures for handling feedback, complaints, and appeals.

This Charter serves as a tool to guide clients in understanding what to expect from Uganda Wildlife Authority, while enabling the Authority to benchmark its performance and continuously improve the quality of its services.

1.1 BACKGROUND

Uganda Wildlife Authority (UWA) is mandated to conserve, manage, and sustainably utilize Uganda's wildlife resources for the benefit of present and future generations. As the custodian of Uganda's rich biodiversity, UWA oversees ten National Parks, twelve Wildlife Reserves, and several community wildlife areas, safeguarding iconic species and diverse ecosystems that form the backbone of Uganda's tourism industry and natural heritage.

This Client Charter outlines the standards of service delivery that clients can expect from UWA, rights and obligations of clients, and mechanisms for feedback and accountability. It has been developed to strengthen the relationship between UWA and its stakeholders, including Tourists, Conservation Partners, Local Communities, Government Ministries, Departments and Agencies, and the General Public.

1.2 PURPOSE OF THE CLIENT CHARTER

The purpose of the Uganda Wildlife Authority (UWA) client charter is to define clear service standards, promote transparency and accountability, improve customer service, clarify client rights and responsibilities, support wildlife conservation, provide feedback mechanisms, and enhance public trust in the management of Uganda's wildlife resources.

1.3 MANDATE, FUNCTIONS, MISSION, VISION AND VALUES

The **Uganda Wildlife Authority (UWA)** is a statutory body established under the Uganda Wildlife Act of 2000. Its mandate is broad and centers on the conservation and sustainable management of Uganda's wildlife resources.

1.3.1 Core Functions of UWA

- a. To ensure the sustainable management of wildlife conservation areas;
- b. To propose policies on wildlife management to the Minister;
- c. To implement Government policies on wildlife management;
- d. To identify and recommend areas for declaration as wildlife conservation areas and for the revocation of such declaration;
- e. To develop, implement and monitor collaborative arrangements for the management of wildlife;
- f. To establish and implement management plans for wildlife conservation areas and for wildlife populations outside wildlife conservation areas;
- g. To develop and implement management and administrative policies for better implementation of national policies and laws relating to wildlife management in Uganda;
- h. To control and monitor industrial, energy development, mining, oil and gas exploration, development and production, and related activities in wildlife conservation areas;
- i. To monitor and control problem animals and support capacity of local governments to control and manage vermin;

- j. To control national and international trade in wildlife specimen in collaboration with the Ministry;
- k. In consultation with other lead agencies, to control, develop or license the development of tourist facilities in wildlife protected areas;

1.3.2 Vision

A global leader in wildlife conservation

1.3.3 Mission

To sustainably manage the Wildlife and Wildlife Conservation Areas (CAs) for the benefit of the people of Uganda and the global community.

1.3.4 Core Values

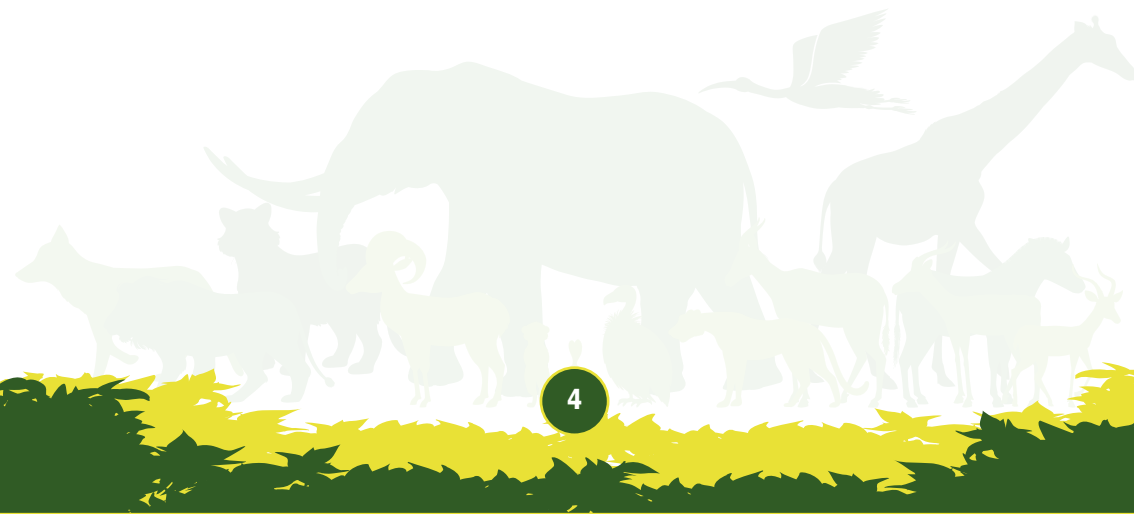
VALUE	MEANING IN PRACTICE
Commitment to conservation	Our staff have personal commitment to upholding conservation ethics and values in the true sense of love for nature.
Integrity	We uphold honesty, transparency, and accountability in all our interactions with clients and stakeholders.
Team work	Our staff work together, take collective action, responsibilities and own decisions taken in the best interest of the organization to achieve a common goal.
Customer care	Our staff prioritize the needs of our clients, offering timely, responsive, and courteous service that enhances their experience.
Professionalism	Our staff deliver services with competence, respect, and efficiency, ensuring high standards in conservation and client care.

1.4 STRATEGIC OBJECTIVES

The Strategic Objectives for UWA within this Strategic Plan, 2025/2026 to 2020/2030 are presented below:

- a. Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.

- b. Ensure the effective protection, recovery, and long-term survival of Uganda's wildlife resources.
- c. Enhance inclusive and effective community participation in wildlife and habitat management.
- d. Diversify, upgrade, and enhance the quality and competitiveness of tourism products to increase visitor satisfaction, length of stay, and revenue generation.
- e. Strengthen institutional governance, leadership, and organizational capacity to enhance accountability, effectiveness, and sustainable delivery of UWA's mandate.



CHAPTER 2: PRINCIPAL SERVICES AND SERVICE COMMITMENTS

The Uganda Wildlife Authority offers a range of services designed to promote sustainable tourism development and wildlife conservation. These services are delivered in a transparent, efficient, and customer-focused manner. This chapter outlines the principal services offered, the access criteria, service delivery points, expected timelines, and costs where applicable.

Service Offered	Access Criteria	Service Delivery Point	Minimum Access Time	Cost of Service
Tourism & Recreation (Game Drives, Gorilla & Chimpanzee Tracking, Bird Watching, Boat cruise, nature walks, butterflies tours, cycling)	Booking through UWA website www.ugandawildlife.org or Physical visit to the conservation area or A licensed tour operator	Conservation Areas	On the selected date upon booking	Applicable Fees (www.ugandawildlife.org)
Community Conservation Programs	Local community membership or partnership agreement with UWA	UWA regional offices, community liaison officers	1 month	Free for the communities the costs are covered by UWA or partners
Education & Awareness Campaigns	Open to schools, NGOs, and the general public in line with the schedules	UWA offices, outreach programs, media	Scheduled events	Free

Service Offered	Access Criteria	Service Delivery Point	Minimum Access Time	Cost of Service
Research Permits & Material Transfer Agreements	Online application on www.uwa.go.ug Approval from UWA Executive Director Institutional affiliation required for Material Transfer Agreements	UWA headquarters – Commissioner Biodiversity Management (Kampala)	2–4 weeks for approval	a. Research permit fees b. Specimen collection fees c. MTA fees Accessed on www.uwa.go.ug
Conservation Education	Booking through UWA website www.ugandawildlife.org or Physical visit to the conservation area or A licensed tour operator	Conservation Areas	On the selected date upon booking	Applicable Fees (www.ugandawildlife.org)
Response to Human Wildlife Conflict Incidence	Phone call 0800100960 , email info@wildlife.go.ug or physical visit to a conservation area	Scene of the incident	Immediate	Free
Compensation for Human Wildlife Conflict incidences	Submission of a fully filled claim form available on www.ugandawildlife.org or all UWA offices	UWA Headquarters Conservation Areas	6 months	Free

Service Offered	Access Criteria	Service Delivery Point	Minimum Access Time	Cost of Service
Concessions & Business Opportunities (Eco-lodges, concessions)	Formal application, bidding, and approval	UWA Headquarters	6 months	Concession fees vary by contract (www.ugandawildlife.org)
Supplies of goods and services	Respond to Bid Invitation Pay applicable fees	UWA Headquarters All conservation Areas	1 – 3 months	Fees in line with the advertised contracts for supply of goods and services
Payments for goods and services	Submission of invoice and the relevant attachments in line with the contract	UWA Headquarters (Commissioner Finance and Administration) All conservation Areas (Chief Warden)	Within 1 month from submission date	Free
Student Internship	Submission of application and recommendation letter from the training Institution	UWA Headquarters (Commissioner Human Resource)	Within 1 month from submission date	Free
Recruitment of personnel	Submission of application in response to a job advertisement (www.ugandawildlife.org and print media)	UWA Headquarters (Commissioner Human Resource)	Within 2 months from submission date	Free

Service Offered	Access Criteria	Service Delivery Point	Minimum Access Time	Cost of Service
Compensation for injuries while on duty	Submission of the required documents and Doctor's recommendation	UWA Headquarters (Commissioner Human Resource) Outsourced service provider	2 years (depending on the gravity of the injury)	Free
Payment of salary	Newly appointed staff – assumption of duty, submission of bank account details and a copy of the signed contract agreement Existing staff – confirmed presence on duty	Commissioner Human Resource Commissioner Finance and Administration	1st month of assumption of duty 25th of every month	Free
Payment of gratuity and terminal benefits	For gratuity – successfully completion of contract and submission of acceptable performance assessment report For terminal benefits Submission of acceptable handover and clearance from all departments	Commissioner Human Resource Commissioner Finance and Administration	2 months	Free

Service Offered	Access Criteria	Service Delivery Point	Minimum Access Time	Cost of Service
Medical insurance cover (staff and dependents)	Submission of application form and full biodata of the beneficiaries (includes birth certificates and marriage certificates)	Commissioner Human Resource Outsourced service providers	2 weeks from submission of the application form	Free

2.1 OUR SERVICE COMMITMENTS

The Uganda Wildlife Authority is committed to deliver services in line with the Five-Year Strategic Plan as summarized below: The Authority is committed to: -

2.1.1 Strategic Objective 1:

Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.

- Restore 55% of degraded ecosystems by 2030.
- Review and implement waste management guidelines in CAs by 2028.
- Rehabilitate, breed and reintroduce 10 species into the wild by 2030.
- Establish a functional GIS Unit by 2027.
- Establish five (5) community wildlife management areas with operational committees.
- Approve four (4) community wildlife management areas by 2030.
- State of wildlife resources report produced annually.

2.1.2 Strategic Objective 2:

Ensure the effective protection, recovery, and long-term survival of Uganda's wildlife resources.

- 95% percentage change in incidences of poaching of flagship species (Lions, Elephants, Pangolins, Rhinos, Shoebill, Grey crowned Crane) by 2030

- b. 30% reduction in cross-border wildlife trafficking incidences by 2030.
- c. 25% reduction in boundary encroachment cases by 2030.
- d. Four (4) newly acquired and upgraded wildlife protected areas gazette by 2030.
- e. Four (4) newly acquired and upgraded wildlife protected areas with functional governance and Administrative structures and facilities by 2030.

2.1.3 Strategic Objective 3:

Enhance inclusive and effective community participation in wildlife and habitat management.

- a. 85% of target communities involved in UWA-supported conservation initiatives.
- b. 70% improvement in community attitudes toward wildlife conservation.
- c. 80 functional community conservation groups/structures established or strengthened.
- d. 80% of target communities reached with conservation education and awareness campaigns.
- e. 20 Community Education, research or training programs delivered through ex-situ facilities.
- f. 60,000 visitors reached through awareness programs.
- g. 40% improvement in community knowledge, attitude and practices towards conservation.
- h. 250 community conservation actions adopted as a result of awareness interventions by 2030
- i. 30 formal partnership agreements signed with local governments, CSOs, and cultural institutions by 2030.
- j. An equivalent of 500bn Uganda Shillings financial or in-kind resources mobilized through partnership to support wildlife and community conservation by 2030.
- k. 300 local government officials, CSOs staff and cultural leaders trained in wildlife conservation, community engagement or conflict mitigation approaches.

- l. 20 community based conservation (awareness) initiatives implemented jointly with cultural institutions and CSOs, incorporating indigenous knowledge and cultural practices.
- m. 50 human wildlife conflict hotspot areas mapped and managed.
- n. 60% reduction in reported HWC incidents.
- o. 1,150 compensation claims processed and resolved.
- p. Three (3) functional community-based HWC structures established or strengthened.
- q. 2000 beneficiaries accessing livelihood support through UWA programs.
- r. 40% percentage increase in household income from conservation-linked activities.
- s. 300million shared with communities as part of the revenue sharing programme.
- t. 40 community projects funded through the revenue-sharing programme.
- u. 100% community satisfaction with revenue-sharing interventions.
- v. 50 conservation-compatible enterprises established and operational.
- w. 2000 community members trained in enterprise development and financial literacy.
- x. 2000 beneficiary communities directly benefiting from wildlife utilization schemes.

2.1.4 Strategic Objective 4:

Diversify, upgrade, and enhance the quality and competitiveness of tourism products to increase visitor satisfaction, length of stay, and revenue generation.

- a. 80% visitor satisfaction index for tourism products annually
- b. 15 joint destination marketing initiatives implemented annually with Uganda Tourism Board (UTB) and private sector partners.
- c. Five (5) promotional incentives offered to tour operators.
- d. 80% customer satisfaction rating for digital platforms
- e. Sixty (60) staff and tourism stakeholders trained in tourism marketing, digital analytics and customer engagement.

- f. Eight (8) existing tourism infrastructure maintained (trails, tracks, roads, bridges, boardwalks, canopy walk, zipline, ladders).
- g. Eight existing tourism facilities maintained (resting shades, toilets, VICs, Gates, boats, buses, ferry, etc).
- h. Twelve (12) tourism facilities (Call center, VICs, gates, resting shades, picnic sites, offices, cable cars, boats, buses, game drive tracks, Botanic Gardens) developed.
- i. Fifteen (15) new tourism infrastructure developed (trails, tracks, roads, bridges, boardwalks, canopy walk, zip line, ladders, website upgrade, KCCA sculptors).
- j. Ten (10) concession agreements reviewed or re-negotiated.
- k. Ten (10) new concession agreements signed.
- l. 80% of the newly signed concession agreements operationalized with the agreed timelines.
- m. 30% annual concession revenue growth rate
- n. Ten (10) community tourism groups receiving structured (tailor made) capacity building support. (Business management, branding, marketing, etc)
- o. Ten (10) trained community tourism groups demonstrating improved management performance (financial record keeping, service standards)
- p. 30% increase in income generated by community based tourism initiatives benefiting local households or community institutions.
- q. Ten (10) new tourism products developed annually and operational.
- r. 80% visitor satisfaction and rating for facilities and infrastructure.

2.1.5 Strategic Objective 5:

Strengthen institutional governance, leadership, and organizational capacity to enhance accountability, effectiveness, and sustainable delivery of UWA's mandate.

- a. Three (3) corporate governance frameworks (Board Charter, Committee Terms of Reference, governance policies) reviewed and operationalized.
- b. Ten (10) Board members trained in governance, leadership, fiduciary and strategic oversight annually.

- c. Board performance report produced annually.
- d. Twenty (20) MoUs signed with partners.
- e. Five (5) core business processes reviewed and standardized.
- f. 2000 staff trained annually.
- g. 20% increase in public awareness scores annually.
- h. 90% approved positions filled with qualified personnel.
- i. 100% staff satisfaction index (welfare, occupational health, safety and well-being).
- j. 30% reduction in average processing time for key services.
- k. 60% of institutional functions supported by digital systems.

2.2 COMMITMENT TO MAINSTREAMING CROSSCUTTING ISSUES

	CROSSCUTTING AREA	COMMITMENT TO OUR CLIENTS
1.	Environment, Social and Governance (ESG)	Environment: The Authority shall protect biodiversity, act on climate change, promote sustainable tourism, and strengthen anti-poaching measures projects that support park activities. Social: The Authority shall empower local communities with revenue-sharing, ensure inclusivity in jobs, respect cultural traditions, and educate visitors on conservation with no discrimination in recruitment / equal opportunity in employment. Governance: The Authority shall maintain transparency through reporting, enforce ethical practices, engage stakeholders in decision-making, and comply with global sustainability and corporate governance standards.

	CROSSCUTTING AREA	COMMITMENT TO OUR CLIENTS
2.	Health, Safety and Environment	UWA pledges to: • Provide a clean, healthy, secure and safe work environment • Provide medical insurance scheme for employees and immediate family members • Provide first aid kits and train employees on their use in case of emergencies • Ensure that every client enjoys a safe, enriching, and sustainable experience.
3.	Gender Equity	The Authority is committed to advancing gender equity by: • Providing for gender equitable consideration in employment at decision making level • Ensuring equal opportunities, fostering inclusive leadership, and creating a safe, respectful environment for all. • Integrating gender-sensitive practices into conservation, tourism, and community programs, recognizing that sustainable wildlife management depending on the full participation of both women and men.
4.	HIV/ AIDS	At UWA, we stand for both conservation and community wellbeing. We pledge to: • Promote awareness on HIV prevention and care. • Provide an appropriate budget for the implementation of the HIV and AIDs policy. • Provide for gender equitable consideration in employment at decision making level. • Support access to testing, counseling, and treatment. • Respect dignity by ensuring a workplace free from stigma and discrimination. • Work together with communities and partners to build a healthier future.

	CROSSCUTTING AREA	COMMITMENT TO OUR CLIENTS
5.	Human Rights and Social Inclusion	Uganda Wildlife Authority (UWA) is committed to upholding and promoting human rights and social inclusion in all its operations. We recognize that conservation must respect the dignity, rights, and freedoms of all individuals and communities.
6.	Anti-Corruption and Transparency	UWA shall maintain a strict zero-tolerance policy towards bribery, fraud, embezzlement, and misuse of office. All our services shall be delivered in an efficient, transparent and corruption free manner
7.	Community Engagement and Empowerment	Uganda Wildlife Authority is committed to: • Empower communities as co-owners of conservation • Ensure inclusive participation, transparent benefit-sharing, sustainable livelihood opportunities, and respect for cultural heritage, thereby fostering human-wildlife coexistence and long-term community development



CHAPTER 3: GENERAL SERVICE STANDARDS

The Authority recognizes that service excellence is central to achieving conservation goals, fostering sustainable tourism, and strengthening community partnerships.

These General Service Standards are established to guide the conduct, performance, and accountability of all staff and stakeholders engaged with the Authority. They embody our commitment to professionalism, integrity, transparency, and respect for both people and nature.

Through these standards, the Authority seeks to:

- a. Promote a culture of efficiency, courtesy, and responsiveness in all service delivery.
- b. Ensure consistency and fairness in interactions with visitors, communities, partners, and colleagues.
- c. Uphold ethical practices that reflect the Authority's responsibility as custodians of Uganda's wildlife and protected areas.
- d. Inspire confidence and trust in the Authority as a model conservation agency.

The general Service Standards of the Authority are summarized below:

CATEGORY	STANDARD
Attendance to Duty & Time Management	• All Authority staff shall report to duty by 8:00 AM and leave no earlier than 5:00 PM on working days unless on special arrangement • Lunch break shall be observed from 12:45 PM to 2:00 PM. However, customers shall not be left unattended to even during the lunch break and past working hours • All Authority Staff shall exhibit professionalism, discipline, and commitment at all times

CATEGORY	STANDARD
	- All Authority Staff shall be present and available during official working hours unless attending approved official events elsewhere - Authority staff shall handle client requests and internal assignments promptly, adhering to agreed service timelines. - Meetings, appointments, and public engagements shall start and end on time. - Authority staff are expected to prioritize tasks, avoid unnecessary delays, and escalate any issues that may affect timely service delivery.
Access to UWA Offices and Conservation Areas	- UWA offices shall be open to the public during official government working hours. Visitors are expected to follow standard security and identification procedures when entering. - Offices shall be physically accessible, with clear signage and directions for visitors. Special consideration shall be given to persons with disabilities. - Access to wildlife areas shall be from 6:30am to 7:00 p.m and will require permits issued by UWA. - Visitors must adhere to UWA's rules, including security checks, environmental protection standards, and ethical conduct within office premises and conservation areas.
Handling of inquiries/ service requests	- The Authority has dedicated platforms where customers can place their enquiries (email, telephone, website, WhatsApp etc.) Refer to section 7 of the Client Charter. - The Authority will acknowledge service requests within 24 hours - Where the Authority is unable to assist, the client will be advised accordingly and where necessary referred to the relevant authority.

CATEGORY	STANDARD
Customer feedback/ complaints	• The Authority has platforms for customers to place their feedback or complaints • Once a complaint/feedback is received, acknowledgment of receipt of the complaint will be within a maximum of one day. Complaints/ feedback emails received via email, shall be responded to immediately. • The customer will be updated on the progress of the complaint as applicable within a maximum of 5 working days
Access to Services	• Service requests shall be acknowledged within 24 hours • All clients shall be treated fairly, regardless of gender, age, disability, or background • Services shall be delivered in a timely, transparent, and accountable manner • Applicable fees for services shall be communicated clearly and transparently to all our stakeholders. • Payments for services shall be made easy and fast
Communication Standards	• Information shared with the public shall be accurate, clear, and easy to understand. • Authority staff shall respond promptly to inquiries, complaints, and requests, whether in person, by phone, or in writing no time line provided. • Communication shall be polite, respectful, and culturally sensitive. • Messages about conservation, tourism, and wildlife protection shall align with UWA's mission and policies, ensuring that staff provide consistent information. • Communication channels shall be open and accessible to all stakeholders, including tourists and local communities. • Sensitive information shall be handled professionally, maintaining trust between UWA and its stakeholders. • UWA shall emphasize participatory communication, involving communities in decision-making and conservation awareness programs.

CATEGORY	STANDARD
General Conduct of staff of the Uganda Wildlife Authority	UWA employees shall: • Act with transparency and uphold ethical practices in all dealings. • Demonstrate competence, diligence, and respect in carrying out their duties. • Engage respectfully with local communities, tourists, and partners, recognizing their role in conservation and tourism. • Be responsible for their actions and decisions, particularly in the management of wildlife resources and public funds. • Protect and not misuse sensitive information obtained in the course of duty • Adhere to the Uganda Wildlife Act, internal policies, and other national laws governing conservation and public service. • Promote sustainable practices and safeguard biodiversity in line with UWA's mission. • Give equal treatment of all individuals regardless of background, ensuring fairness in service delivery.
Client Management	• UWA employees shall treat all clients with dignity, respect, and professionalism, regardless of background or status. • UWA employees shall give clients clear and accurate information. Clients shall not face hidden charges or unclear processes. • UWA employees shall promptly process services such as park entry, permits, and wildlife-related inquiries to avoid unnecessary delays. • UWA shall ensure that its services are available to both local and international clients, with clear communication channels. • UWA shall have mechanisms to handle complaints fairly and promptly. • UWA shall ensure security of all visitors in the protected areas.

3.1 OBLIGATIONS OF STAFF OF THE AUTHORITY

AREA	OBLIGATION
Customer Service Excellence	• Provide timely, accurate, and courteous information to clients. • Treat all visitors, tourists, researchers and community members with respect and fairness. • Ensure accessibility of services without discrimination.
Transparency and Accountability	• Clearly communicate fees, permits, and procedures for wildlife-related activities. • Avoid corruption, bribery, or misuse of authority. • Uphold integrity in all transactions with clients.
Safety and Protection	• Guarantee the safety of visitors in National Parks and conservation areas. • Enforce wildlife protection laws to safeguard both clients and biodiversity. • Provide guidance on responsible tourism practices.
Conservation and Education	• Educate clients on conservation policies and sustainable use of wildlife resources. • Promote awareness about environmental protection and community involvement. • Encourage compliance with conservation regulations.
Responsiveness to Complaints	• Address client concerns promptly and professionally. • Provide mechanisms for feedback and grievance redress. • Use complaints as opportunities to improve service delivery.
Collaboration with Communities	• Engage local communities in wildlife management and tourism benefits. • Ensure that clients respect community rights, religious and cultural heritage. • Promote equitable sharing of conservation benefits

We are committed to meeting and exceeding our customers' expectations which are:

- a. Clean and comfortable offices, with clear signage and current, relevant information on display.
- b. Timely response to service enquiries/ requests.
- c. Professionalism in appearance and conduct.
- d. Provision of feedback and raise complaints against poor service.
- e. Courtesy and respect, diligence, honesty, integrity and fairness.
- f. Assurance of confidentiality.
- g. Access to clear, accurate and relevant information.
- h. Knowledgeable, skilled and committed staff.
- i. Accessibility (physical, telephone, email, website and social media).
- j. Dedicated customer/visitor facilities (clear signage, parking space, reception area, meeting rooms, etc.)



CHAPTER 4: OUR CLIENTS, THEIR RIGHTS AND RESPONSIBILITIES

The Authority serves a wide range of internal and external clients. Understanding these clients is essential to designing and delivering high-quality, efficient, and client-centered services. This chapter outlines the key clients who interact with or benefit from the Authority's services

- a. Parliament of Uganda
- b. Ministry of Tourism, Wildlife and Antiquities
- c. Uganda Tourism Board
- d. Tour Operators and Concessionaires
- e. Universities and Tertiary Institutions
- f. Local and international Tourists
- g. Conservation partners and NGOs
- h. Local communities adjacent to protected areas
- i. Government Ministries, Departments and Agencies
- j. Development partners
- k. Researchers, students, and academic institutions
- l. The Media
- m. The General Public

4.1 CLIENT RIGHTS

Clients of the Authority have a right to:

- a. **Professional Service:** Knowledgeable, courteous staff, and efficient processes.
- b. **Value for Money:** Quality tourism experiences and services
- c. **Clean & Safe Facilities:** Well-maintained offices, lodges, campsites, and visitor centers.
- d. **Access services without discrimination of any nature**
- e. **Memorable Experiences:** Opportunities for wildlife viewing, education, and recreation.
- f. **Responsiveness:** Quick handling of inquiries, bookings, and complaints.

- g. **Access to accurate and up-to-date information** on UWA programs in line with the Access to Information Act Cap 95
- h. **Confidentiality and protection** of personal and sensitive information.
- i. **Seek redress or appeal** in case of unsatisfactory service.

4.2 CLIENT OBLIGATIONS

Clients are expected to:

Area	Expectations from Clients
Compliance with Regulations	- Follow park rules and wildlife conservation laws. - Respect restricted zones and avoid prohibited activities (e.g., poaching, littering, off-track driving). - Follow required medical tests and vaccinations where necessary - Provision of insurance (personal liability cover against accidents)
Payment of Fees	- Pay park entry fees, concession fees, or other charges as stipulated and on time to avoid inconvenience - Ensure timely settlement of any contractual payments.
Environmental Responsibility	- Avoid damaging flora and fauna. - Practice eco-friendly tourism (e.g., no plastic littering, minimizing noise pollution). - Compliance with waste management standards
Respect for Wildlife & Communities	- Maintain safe distances from animals. - Don't throw any objects like sticks or stones to animals in order to view them - Respect local communities, religious and cultural heritage sites within conservation areas.
Safety & Conduct	- Follow instructions from UWA staff. - Ensure personal safety and avoid reckless behavior that could endanger wildlife or other visitors.
Reporting & Cooperation	- Report illegal activities or emergencies to UWA authorities. - Cooperate with UWA staff during inspections or guided activities.

Provide feedback

- Furnish timely, accurate, and constructive feedback in relation to the services rendered. Such feedback shall be considered an essential obligation under this Charter and shall serve as a mechanism to ensure the continuous alignment of services with the client's expectations and objectives

4.3 CODE OF CONDUCT FOR CLIENTS VISITING OUR CONSERVATION AREAS

4.3.1 General Code of Conduct

- a. All clients must register at conservation area entry gate upon entry and exit.
- b. Briefing is mandatory to all visitors before commencement of the activities.
- c. A park entry permit once issued is valid for 24 hours of the permit date except for researchers whose permits expiry dates are indicated in their permits.
- d. Conservation area entry gate opens at 06:30am and closes at 07:00p.m. Unless camping overnight or conducting night game drive/research, vacate the Conservation Area before 7.00 p.m.
- e. Do not feed the animals.
- f. Keep to a minimum distance of 50 meters when viewing wildlife in a vehicle.
- g. Leave no litter on the trails. For camping and picnicking guests clean and remove all trash from your site.
- h. Do not pick, cut or destroy any vegetation or remove any object of biological interest, including eggs, bones and feathers.
- i. Do not smoke while undertaking tourism/research activities in Protected areas to avoid setting fires.
- j. Maintain a quiet environment, no loud music in the conservation area.
- k. Do not move in protected areas with blocked ears, you need to be alert and listening to all sounds for sound warning alerts from animals and or UWA staff.
- l. Do not light or cause fire intentionally.

- m. Do not throw items to animals with the intention of attracting them towards your direction.
- n. Do not take domestic animals or pets to conservation areas
- o. Do not touch the animals
- p. Do not use cameras with flash lights
- q. Do not imitate animal calls in the conservation area except for purposes of research
- r. Visitors should carry their own emergency medical information cards.
- s. Secure all your food and belongings from the animals.
- t. Clients shall pay applicable fees through the Bank or mobile applications before conducting any activity. Fees once paid are non-refundable except were applicable in the permit.
- u. Do not use the bush or forest for easing yourself to avoid spreading germs to the animals and other people in that environment.
- v. If you must ease yourself while in the field for field activities, dig a one-foot pit and after easing, cover well.
- w. Visitors under the influence of alcohol or illicit drugs are not allowed in a conservation area.
- x. Do not sit on top of vehicles to avoid unnecessary accidents while in a conservation area.
- y. Do not go off track when conducting tourism activities unless permitted.
- z. Do not use flood lights in a conservation area.
- aa. Do not hoot when in the conservation area.
- ab. Maintain the prescribed speed limits in the conservation area.

4.3.2 For Tourism Cycling

- a. Required to wear safety equipment including a whistle, a properly fitting helmet and protective glasses.
- b. Children of 10 to 12 years will only be allowed if they are accompanied by an adult.
- c. Children below 10 years are not allowed.
- d. Only one person shall be allowed per bicycle .
- e. Non-motorized bicycles shall be used for the activity.

- f. Ensure your bike has been checked by a professional and safe to ride.
- g. Know your physical limits and follow the route prescribed by UWA staff.
- h. Use hand signals to let motorists know what you will be doing next.
- i. Wear closed comfortable shoes. Open shoes are not allowed.

4.3.3 For Nature Walks

- a. Follow designated trails only.
- b. All visitors must be accompanied by UWA Rangers.
- c. All visitors must fill and sign indemnity forms prior to conducting the activity.
- d. Wear eco-friendly clothes.
- e. Children below Twelve Years are not allowed unless they are accompanied by an adult.

4.3.4 For Picnics & Camping

- a. Camping and picnicking is only allowed in designated areas.
- b. All wheeled vehicles and trailers must be kept on designated parking areas.
- c. Excessive volume on radios or other musical instruments are not permitted.
- d. Please remove all trash from camp and picnic site.
- e. Zip up your tent to avoid animals entering.
- f. Don't walk about at night.
- g. Don't take food to your tent or leave anything outside your tent.

4.3.5 For Bird Watching

- a. Utilizing specialized birding guides is essential for finding rare, endemic, or elusive species like the Green-breasted Pitta or the Shoebill.
- b. Use long lenses for photography to avoid getting too close to the birds, especially in sensitive habitats like Bwindi Impenetrable National Park.
- c. Follow all guidance from the guides/ Rangers.

- d. A good pair of binoculars is essential for bird watching.
- e. Carry a bird field guide specific to Uganda or East Africa.

4.3.6 For Game Drives

- a. Strictly 40KM/Hr maximum or as prescribed on the signage at the conservation area entrance.
- b. Off-track driving is prohibited to protect vegetation, biodiversity and prevent accidents.
- c. Standard game drives occur between 6:30 am and 7:00 pm.
- d. Night game drivers only allowed with UWA-authorized guides and official spot lit vehicles.
- e. Do not leave your vehicle except at designated safe points, such as scenic viewpoints or picnic areas.
- f. Maintain a safe distance from animals.
- g. Feeding animals is strictly forbidden.
- h. Do not use car horns or make loud noises, as this disrupts wildlife.
- i. Pets are not allowed.
- j. Firearms are prohibited without authorization.
- k. Carry all official entry permits and receipts for verification at checkpoints.
- l. Do not litter. Rubbish should be disposed off in bins at designated points in the conservation area.

4.3.7 For Gorilla Tracking

- a. The minimum age limit for tracking and viewing gorillas is 15 years. Children aged 13 – 14 years shall be allowed to track on condition that an adult signs a waiver of liability.
- b. Elderly visitors with health complications should declare before tracking so that our experienced guides can pay extra attention to support.
- c. All visitors visiting great apes like gorillas should present vaccination cards against the zoonotic diseases.
- d. It is advisable for visitors coming to visit great apes to undergo tuberculosis screening.

- e. Gorilla Tracking - From 8:00 am until visitors return to the briefing location for debriefing.
- f. Gorilla tracking should begin from only UWA's designated centres to avoid illegal tracking.
- g. Gorilla Habituation Experience - From 6:30 am until visitors return to the briefing location for debriefing.
- h. During the gorilla tracking expedition, upon finding the gorillas, tourists will spend a maximum of one (1) hour viewing.
- i. A maximum of four (4) hours for the gorilla Habituation Experience.
- j. A maximum number of 8 visitors per group with 8 sub adults and adult gorillas is required. This minimizes behavioural disturbances to the gorillas and the risk of exposure to zoonotic diseases.
- k. If you have a cold, flu or other contagious disease, you shall not visit the Gorillas.
- l. If gorillas have a cold or flu, all visitors to the groups shall wear masks.
- m. Always carry a hand disinfectant with you and disinfect your hands before entering the forest and after the visit.
- n. To minimize zoonotic pathogen spill overs from animals to humans or from humans to animals, visitors shall maintain at least a seven (7) meters distance from the gorillas.
- o. In case gorillas bridge the gap between them and tourists, the movement away should not be heist but rather guided by the tour guide to avoid conflict with the gorillas.
- p. Avoid direct eye contact with the gorillas as this can be seen as a challenging signal.
- q. Always keep your voices low, because you will also be able to observe the great bird life and other wildlife in the forest.
- r. If you cough, hold your hand to your mouth. When sneezing, do is in your folded inner elbow and turn away from the Gorillas.
- s. Try not to make stealthy movements. You could startle the gorillas creating unnecessary scare.
- t. If a Gorilla is charging against you, you are advised not to fear but stand still, look away from the Gorilla and carefully follow the instructions of the guide. Do not attempt to runaway.

- u. Do not leave rubbish in the park.
- v. Always wash your hands before and after going for a gorilla trekking expedition.
- w. Do not touch the gorillas.
- x. Move slowly and carefully. Do not point or wave your arms at a Gorilla
- y. Do not smoke, drink or eat when you are near the gorillas. Eating or drinking will inevitably increase the risk of morsels of food or droplets of drink being left behind. Even the tiniest leftovers could increase the risk of transmission of disease to the gorillas. But also, food might attract gorillas to you which can lead to unnecessary accidents.
- z. Your subjects are black animals in dim light, so use the right camera settings. Flash photography is not permitted under any circumstances.
- aa. Do not imitate gorilla calls or chest stamping. It can initiate aggression from the gorillas.

4.3.8 For Chimpanzee Tracking

Chimpanzees are a man's closest living relative, with a 98% same DNA level. As a result, chimpanzees are susceptible to most human infectious diseases but because chimpanzees and humans are not the same species and have different exposure levels, the outcome of infection can be very different. Even simple human cold and flu viruses can be fatal to chimpanzees.

All visitors are required to follow the rules below, for the protection of our precious chimpanzees.

- a. No person under the age of 12 is permitted to visit the chimpanzees.
- b. Chimpanzee Tracking - From 8:00 am (for mid morning tracking) and 2:30 pm (for afternoon tracking) until visitors return to the briefing location for debriefing
- c. Chimpanzee Habituation Experience - From 6:30 am until visitors return to the briefing location for debriefing
- d. During Chimpanzee tracking, upon finding the group, a maximum of one (1) hour when viewing is permitted.

- e. A maximum of four (4) hours for the Chimpanzee Habituation Experience
- f. Maintain a distance of at least 10 metres from the chimps at all times. This minimizes the risk of transmitting zoonotic infections to them or acquiring from them.
- g. Always wear a mask over your nose and mouth when you are close (<50m) to chimps.
- h. DO NOT eat or drink while you are near the chimpanzees - move at least 250m away.
- i. DO NOT leave personal belongings on the ground or where they are accessible to the chimpanzees. They are curious animals that will explore them yet every foreign object in their habitat is a potential vehicle for disease causing germs. If you need help carrying bags, your guide will be happy to assist you.
- j. DO NOT leave any rubbish behind. It can be harmful to all kinds of wildlife and it can transmit diseases to the chimpanzees.
- k. If you feel the urge to cough or sneeze when you are near the chimps, please cover your nose and mouth to reduce the spreading germs.
- l. Disinfect your hands after sneezing or coughing to avoid spread of diseases
- m. Try not to go to the toilet in the forest. If it is unavoidable, move at least 50m from the chimps and ask your guide to dig a hole of about 1 foot deep, use and cover well.
- n. It is not permitted to visit the chimpanzees if you are sick or showing signs of disease. Please be responsible and tell your guide if you feel unwell. They will decide whether you would be risking the chimps' health by visiting them.
- o. No more than 6 visitors (plus one guide) are permitted to view one group of chimpanzees with less than 6 sub-adults and adult individuals at any one time. If another group is with the chimpanzees when you arrive, please wait at a spot chosen by your guide, at least 50m away from the animals till the group finishes their one hour. However, note, chimpanzees move a lot in the forest, so be ready to move as guided by your guide.
- p. Maximum viewing time is one hour upon finding the chimpanzees. If the chimpanzees are moving and viewing is interrupted,

your time will be paused until they have been relocated, but tracking is not permitted for longer than 3 hours after the initial chimpanzees' sighting, even if the one-hour total has not been reached. This is to minimize disturbance to the animals and to the forest.

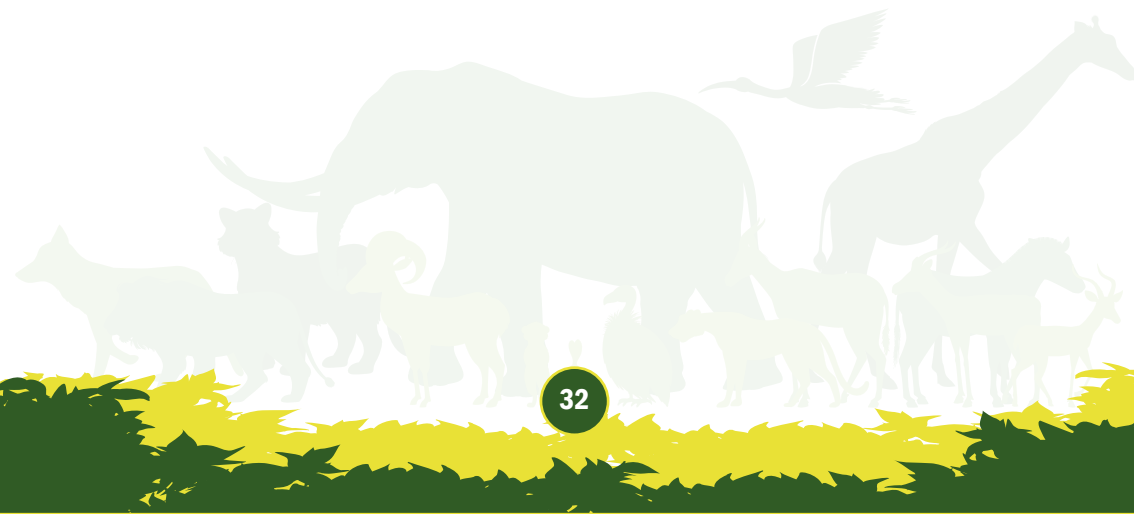
- q. When near the chimpanzees, please remember to keep your voices low.
- r. Do not point at the chimps or make any sudden movements, and avoid direct eye contact with them because they may perceive this as aggressive or threatening behaviour.
- s. In the unlikely event that a chimpanzee charges towards you, move to the nearest tree, stand up and hold on tightly to the trunk. Above all, don't panic or run. Follow your guide's illustration.
- t. If the chimpanzees move closer to you than permitted 10 meters, don't make any sudden movements to increase the distance. Instead slowly move back away.
- u. Camera flashes must be turned off. Flash photography can disturb and antagonize the chimps.
- v. Clothes should NOT be bright colours because they distract the chimpanzees and they might become aggressive to the client. Wear forest friendly clothes.
- w. The client must have proof of vaccination against common zoonotic infections (such as Hepatitis A and B, tetanus, measles plus valid TB test)
- x. Clients with physical disability are strongly discouraged from doing this experience. However, if one must, porter services can be provided at an additional cost.

4.3.9 Procedures and Guidelines for Drones Operations in the Protected Areas

UWA does not allow anyone to enter with and/ use the drone inside the protected areas unless authorised. The conditions for drones operation in the protected areas **where permitted** include among others the following:

- a. Drones must be flown (operated) not less than 50 meters from the ground.

- b. Drones must NOT be flown in the presence of other un related tourists.
- c. The Operator must report to the Chief Warden before commencing the activity.
- d. Drones must be operated under the supervision of park personnel
- e. No drones shall be flown in the vicinity of a property/ Hotel (unless owners of the facility approve).
- f. The operator must unconditionally provide a copy of the final film to the office of the Executive Director for non-commercial use.
- g. Breach of park rules and the said conditions herein will lead to confiscation of the drone.



CHAPTER 5: FEEDBACK MECHANISM AND COMPLAINTS HANDLING

All our clients (both internal and external), are welcome to provide feedback on their experiences and lodge complaints where they are not satisfied with our services or products. This chapter outlines the formal mechanisms through which clients can provide feedback, file complaints, and seek redress in a structured, transparent, and timely manner

5.1 FEEDBACK AND COMMUNICATION PROCESS

We welcome your views and comments and regard them as vital in helping us to monitor and improve the quality of our products and services..

We will consider all suggestions fully and promptly while planning for service improvement and, wherever possible, we will respond immediately.

You can submit your feedback through the channels below:

- a. Stakeholder meetings and conferences.
- b. Supervision and monitoring visits.
- c. Feedback forms upon receipt of a service.
- d. Client satisfaction surveys.
- e. Suggestion boxes.
- f. Help desks, including the Reservations Office and Tourism Desks at our Conservation Areas.
- g. Telephone, e-mail, social media, and the Authority Website www.ugandawildlife.org.
- h. The Authority Communications Office, and
- i. Writing to the Executive Director, Uganda Wildlife Authority, through the address provided under the Authority's contact details.

5.2 CLIENT COMPLAINTS AND HANDLING MECHANISMS

The Uganda Wildlife Authority is accountable to the Public for the services and products it offers and has put in place the following procedure for handling complaints from the clients.

5.2.1 Rights of Complainants

- a. To lodge complaints freely without discrimination.
- b. To receive timely acknowledgement and feedback.
- c. To have complaints handled fairly and with confidentiality.
- d. To appeal if dissatisfied with the resolution.
- e. Whistle blowers will be protected from any form of victimization

5.2.2 Responsibilities of Complainants

- a. To provide accurate and complete information when lodging a complaint.
- b. To remain respectful and constructive in communication.
- c. To follow up using the reference number provided.

5.3 SERVICE STANDARDS FOR COMPLAINTS HANDLING

Standard	Description	Expected Timeframe
Accessibility	Complaints can be lodged through offices, email, phone, or suggestion boxes.	Immediate availability
Acknowledgement	Every complaint is acknowledged upon receipt, with a reference number provided.	Within 24 hours
Recording & Tracking	Complaints are formally recorded in a register or system for follow-up.	At time of receipt
Investigation	Relevant department investigates the issue thoroughly and fairly.	Within 14 working days

Feedback to Complainant	Complainant is informed of progress and outcome of investigation.	Within 21 working days
Resolution	Corrective action is taken where necessary, and resolution communicated.	Within 30 working days
Confidentiality	The identity of the complainant and details are kept confidential unless he/ she gives consent.	Ongoing
Appeal/Review Mechanism	Complainants dissatisfied with outcome can appeal to higher authority (e.g., UWA Executive Director, Board of Trustees or Ministry of Tourism, Wildlife and Antiquities).	Within 10 working days of decision
Monitoring & Reporting	Complaints statistics and resolutions are reviewed periodically to improve service.	Quarterly/ Annually

5.4 CONFIDENTIALITY ASSURANCE

All client information shall be handled with the highest level of privacy and integrity. Information shared with UWA is kept secure and accessed only by authorized staff. There shall be no disclosure to third parties without client consent, unless required by law.

There are also strong safeguards to prevent misuse, loss, or unauthorized access and staff are bound by professional codes of conduct to uphold confidentiality.

5.5 WHISTLEBLOWER PROTECTION

In accordance with the Whistleblowers and Protection Act, Cap. 34, and the UWA Whistleblowers Policy, 2026, individuals who report wrongdoing in good faith are protected from retaliation.

5.6 APPEAL PROCESSES

If the client is not satisfied with the response from the action officer attending to him/her, or with the way the complaint is handled, he/she may refer the matter to the Executive Director.

In case the client is not satisfied with the appeal process at the Uganda Wildlife Authority, he/she may seek redress from the Minister of Tourism, Wildlife and Antiquities.

5.6.1 When to Appeal

A client may initiate an appeal if:

- The complaint was not addressed within the specified time-frame.
- The resolution provided was unsatisfactory or unclear.
- The issue recurs or is not fully resolved.
- There is evidence of bias, negligence, or misconduct in the handling of the original complaint

5.6.2 Steps in the Appeal Process

Step	Action	Responsible Party	Expected Timeline
1.	If dissatisfied, client submits a formal appeal to the Executive Director of UWA.	Client	Within 10 working days of initial response
2.	Executive Director reviews appeal and makes determination.	Executive Director	Within 30 working days
3.	If still dissatisfied, the client may escalate the appeal to the UWA Board of Trustees.	Client	Within 30 days of ED's decision
4.	Board of Trustees reviews and issues final decision.	UWA Board of Trustees	Within 30 working days
5.	If client remains dissatisfied, they may seek redress through external mechanisms (e.g., Ministry of Tourism, Wildlife and Antiquities, Inspector General of Government, or Courts of law).	Client	As per statutory timelines

CHAPTER 6: DISSEMINATION AND IMPLEMENTATION OF THE CLIENT CHARTER

UWA has established a structured through the dissemination procedure to ensure that the Charter reaches all stakeholders and is effectively implemented communicated, understood, and implemented across all departments, conservation areas, service points, and stakeholder groups.

6.1 DISSEMINATION OF THE CLIENT CHARTER

This dissemination process is designed to guarantee that the Charter is not only widely accessible but also actively used as a tool to enhance service delivery, foster trust, and strengthen collaboration between UWA and its stakeholders. The following channels will be used to disseminate the client charter to both internal and external stakeholders.

- a. **Public Launch and Awareness Campaigns:** Official unveiling of the Charter through press briefings, community engagements, and stakeholder workshops.
- b. **Distribution of Materials:** Printing and circulation of the Charter, made available at UWA offices, protected areas, and online platforms www.ugandawildlife.org.
- c. **Capacity Building:** Training sessions for staff and partners to internalize the Charter's principles and integrate them into daily operations.
- d. **Community Outreach:** Engagement with local communities, tourism operators, conservation partners, and government agencies to promote awareness and ownership.
- e. **Feedback Mechanisms:** Establishment of clear channels for clients to provide input, lodge complaints, or commend services, ensuring continuous improvement

6.2 IMPLEMENTATION AND ACCOUNTABILITY MECHANISM

6.2.1 Our Accountability

We undertake to:

- Monitor our performance against the standards set out in this Charter.
- Conduct annual Customer Service surveys to establish client satisfaction levels.
- Provide explanations when our services do not meet acceptable standards of quality, timeliness or accuracy.
- Be open to feedback on our performance, and suggestions for improvement from our clients and the public and make adjustments to our programs and services based on information received.
- Publish information showing levels of satisfaction with our personnel and services.
- Formally review the standards set out in this Charter as necessary and make modifications where appropriate in light of our clients' comments and in response to ongoing changes.

6.2.1.1 UWA Client Charter Accountability Matrix

Role/Unit	Responsibilities	Timeline	Reporting Line
Board of Trustees	Provide strategic oversight; approve Charter implementation plans; review annual compliance reports	Annual review	Reports to Minister of Tourism, Wildlife & Antiquities
Executive Director (ED)	Overall accountability for Charter delivery; ensure integration into strategic plan; allocate resources	Quarterly updates	Reports to Board of Trustees

Commissioner Field Operations Commissioner Tourism and Business Development	Implement service standards in parks and field stations; monitor ranger and staff compliance	Monthly monitoring	Reports to ED
Human Resource Department	Train staff on Charter commitments; integrate Charter into performance appraisals; enforce disciplinary measures	Ongoing; appraisal cycle annually	Reports to ED
Client/ Customer Service Unit (CSU)	Handle complaints and feedback; maintain hotline and online portal; produce quarterly service reports	Complaints resolved within 30 days; quarterly reports	Reports to Commissioner Tourism and Business Development
Internal Audit Unit	Conduct compliance audits; verify adherence to Charter standards; recommend corrective actions	Bi-annual audits	Reports to ED and Board Audit Committee
Community Education Division	Engage local communities; collect feedback on service delivery; report issues affecting Charter compliance	Monthly community meetings	Commissioner Field Operations Tourism and Business Development
ICT Division	Maintain digital platforms for permits, feedback, and monitoring dashboards; ensure transparency	Continuous	Reports to ED

Ministry of Tourism, Wildlife & Antiquities	Provide external oversight; review annual Charter compliance reports; enforce accountability	Annual	Receives reports from UWA Board of Trustees
Civil Society/ Partners	Independent monitoring; provide feedback on Charter implementation; collaborate on awareness campaigns	Annual stakeholder forums	Reports shared with ED and Ministry of Tourism, Wildlife & Antiquities
Legal and Regulatory Compliance	Support UWA to ensure that it complies with all laws, regulations, standards and guidelines	Continuous	Reports to ED, Top Management and the Board of Trustees

6.3 MONITORING INDICATORS

Monitoring Area	Indicators	Data Source	Frequency	Responsible Unit
Customer Service	% of inquiries responded to within 24 hours % of permits/licenses issued within set timelines	Customer feedback forms, service logs	Monthly	Customer Service Unit.
Transparency & Accountability	- Number of reports published on time % of procurement processes disclosed publicly	Internal reports, website updates	Quarterly	Finance & Administration Department

Monitoring Area	Indicators	Data Source	Frequency	Responsible Unit
Conservation & Compliance	% of patrols conducted as scheduled - Number of reported illegal activities addressed	Ranger reports, compliance audits	Monthly	Department of Field Operations Biodiversity Management
Community Engagement	- Number of community meetings held % of grievances resolved	Community liaison reports	Quarterly	Community Conservation Division
Tourism Services	- Visitor satisfaction rating - Average waiting time at entry points	Visitor surveys, ticketing system	Monthly	Tourism and Business Development Dept.
Staff Performance	% of staff trained annually - Employee satisfaction levels	HR records, staff surveys	Bi-annually	Human Resources Department

6.3.2 Focal Point for Implementation

To ensure coordinated implementation and oversight, a dedicated office and officer shall be responsible for managing the Client Charter.

Designation	Client Charter Focal Point Officer
Office	Planning, Monitoring and Evaluation Division
Contact Person	Senior Monitoring and Evaluation Officer
Email	info@wildlife.go.ug
Telephone	Tel: +256312355000, +256414355000 Toll Free: 0800100960
Office Location	UWA Headquarters Plot 7, Kira Road Kampala

6.3.3 PERFORMANCE IMPROVEMENT

Uganda Wildlife Authority is committed to continuous enhancement of its services and operations across conservation, law enforcement, community engagement, and tourism. Performance improvement will be achieved through the following strategies:

a. Monitoring and Evaluation

- i. Establish clear performance indicators for conservation outcomes, law enforcement effectiveness, community programs, and tourism services.
- ii. Conduct regular audits and reviews to measure compliance with standards and identify areas for improvement.
- iii. Publish annual performance reports to ensure transparency and accountability.

b. Capacity Building

- i. Provide ongoing training for Guides, Rangers, Tourism staff, and community liaison officers to strengthen professionalism and efficiency.
- ii. Invest in modern technologies for wildlife monitoring, anti-poaching operations, and visitor management.
- iii. Promote knowledge exchange with regional and international conservation partners.

c. Stakeholder Engagement

- i. Strengthen collaboration with local communities to ensure equitable benefit-sharing and support for conservation initiatives.
- ii. Engage tourism operators, researchers, and development partners in shaping policies and practices.
- iii. Maintain open communication channels to gather feedback and incorporate stakeholder perspectives.

d. Innovation and Adaptation

- i. Introduce innovative approaches to wildlife protection, including use of drones, GIS, and smart surveillance systems.
- ii. Develop new tourism products and experiences that balance conservation with visitor satisfaction.

- iii. Adapt strategies to address emerging challenges such as climate change, human-wildlife conflict, and illegal wildlife trade.
- e. **Accountability and Transparency**
 - i. Uphold integrity in law enforcement operations by ensuring fair and consistent application of wildlife laws.
 - ii. Provide clear mechanisms for lodging complaints and ensure timely resolution.
 - iii. Share performance results with the public to build trust and confidence in UWA's work.
- f. **Continuous Feedback and Learning**
 - i. Establish accessible platforms (hotlines, online portals, suggestion boxes) for clients and communities to provide feedback.
 - ii. Use feedback to refine service delivery and strengthen responsiveness.
 - iii. Foster a culture of learning and continuous improvement across all departments.



CHAPTER 7: CONTACT INFORMATION

Clients, stakeholders, and members of the public are encouraged to contact the Uganda Wildlife Authority (UWA) headquarters or the Conservation Areas for information, service inquiries, feedback, or complaints through the following official channels.

7.1 PHYSICAL ADDRESSES AND CONTACT DETAILS

Office	Address and Contact Details
Uganda Wildlife Authority Headquarters	Uganda Wildlife Authority Headquarters Address: Plot 7 Kira Road, P.O.Box 3530, Kampala. Opening Hours: Open Monday to Friday, 8:00 AM – 5:00 PM Email: info@wildlife.go.ug Phone: +256 414 355000 or +256 312 355000 Toll free: 0800100960
Uganda Wildlife Education Centre	Uganda Wildlife Education Centre Address: Plot 56/57 Lugard Avenue, Entebbe, Uganda. Opening Hours: Open daily, 8:30 am - 6:30 pm. Contact Number: +256 414 320 520.
Entebbe Botanic Gardens	Entebbe Botanic Gardens Address: Berkeley Road, Entebbe, Uganda. Location: Near the Victoria Mall Opening Hours: Open daily, 9:00 AM – 7:00 PM. Contact Number: +256 701 567881.
Lake Mburo Conservation Area	Lake Mburo Conservation Area P.O. Box 880 Mbarara Opening Hours: Open daily, 6:30 AM – 7:00 PM. Contact Number: +256751046904 Email: lmnnp@wildlife.go.ug

Pian Upe Conservation Area	Pian Upe Conservation Area Morajoure Namalu, Nakapiripiti District Opening Hours: Open daily, 6:30 AM – 7:00 PM. Contact Number: 0200909875 Email: pianupe@wildlife.go.ug
Mt. Elgon Conservation Area	Mt. Elgon Conservation Area Headquarters: Plot 19/21 Masaba Road, Mbale. Opening Hours: Open daily, 6:30 AM – 7:00 PM. Email: menp@wildlife.go.ug Contact Number: +256 (0)454 433170 or +256 (0)454 435035.
Queen Elizabeth Conservation Area	Queen Elizabeth Conservation Area P.O.Box 188, Kasese, Uganda Opening Hours: Open daily, 6:30 AM – 7:00 PM. Contact Number: +256392176196 Email address: qeca@wildlife.go.ug
Kidepo Valley Conservation Area	Kidepo Valley Conservation Area Geremech Headquarters, Karenga District Opening Hours: Open daily, 6:30 AM – 7:00 PM. Contact Number: +256758710310 or +256776911605 Email address: kvca@wildlife.go.ug
Bwindi Mgahinga Conservation Area	Bwindi Mgahinga Conservation Area P.O.Box 862, Kabale Opening Hours: Open daily, 6:30 AM – 7:00 PM. Contact Number: +256 393239 702 Email Address: binp@wildlife.go.ug
Murchison Falls Conservation Area	Murchison Falls Conservation Area P.O Box 455 Masindi Opening Hours: Open daily, 6:30 AM – 7:00 PM Contact Number: +256754526741 or +256393003647 Email Address: mfca@wildlife.go.ug Ajai Wildlife Reserve - +256393103577 Kabwoya Wildlife Reserve - +256765571696
Kibale Conservation Area	Kibale Conservation Area P.O Box 699, Fortportal, Uganda Opening Hours: Open daily, 6:30 AM – 7:00 PM Email Address: kca@wildlife.go.ug

Semuliki National Park	Semuliki National Park Location: Bwamba County, Bundibugyo District, Western Region. Opening Hours: Open daily, 6:30 AM – 7:00 PM Headquarters Address: SNP Headquarters, Bundibugyo Road, Ntandi, Uganda.
Ziwa Rhino Sanctuary	Ziwa Rhino Sanctuary Address: P.O Box 122263, Kampala, Uganda Opening Hours: Open daily, 7:30 AM – 6:00 PM Tel: +256 785 552801 Bookings:bookings@ziwarhinoandwildliferanch.com Website: www.ziwarhinoandwildliferanch.com

