UWA
Conserving for Generations

SERVICE DELIVERY STANDARDS

2025/2026 – 2029/2030

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APPROVAL

This UWA Service delivery standards were approved by 10th Board of Trustees of Uganda Wildlife Authority at its 45th meeting of May 11, 2026 that sat at UWA Headquarters.

The implementation of Service delivery standards shall take effect from the date of approval.

Prof. James Kalema, PhD	Dr. James Musinguzi, PhD

Availability

This publication is available in hard copy from the UWA library and a soft copy from the UWA website https://www.ugandawildlife.org

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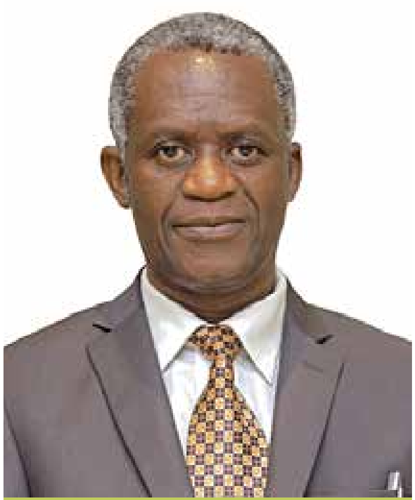
LIST OF ACRONYMS

ACCEA	Assistant Commissioner Conservation Education and Awareness
ACESIA	Assistant Commissioner Environmental Social and Impact Assessment
ACCP	Assistant Commissioner Conservation Planning
ACREM	Assistant Commissioner Research and Ecological Monitoring
ACVS	Assistant Commissioner Veterinary Services
BINP	Bwindi Impenetrable National Park
BoT	Board of Trustees
CAs	Conservation Areas
CBM	Commissioner Biodiversity Management
CBT	Community-Based Tourism
CCCES	Commissioner Community Conservation and Ex-Situ Wildlife Services
CFA	Commissioner Finance and Administration
CFO	Commissioner Field Operations
CSI	Circular Standing Instruction
CSOs	Corporate Social Organizations
CTBD	Commissioner Tourism and Business Development
CWs	Chief Wardens
DLG	District Local Government
ED	Executive Director
EFT	Electronic Funds Transfer
EN	Establishment Notice
ES	Exotic Species
ESIA	Environmental Social and Impact Assessment
FY	Financial Year
GIS	Geo-Spatial Information System
GVTC	Greater Virunga Transboundary Collaboration
IAS	Invasive Alien Species
IEC	Information Education Materials
ICT	Information Communication Technology
HWC	Human Wildlife Conflict
KAP	Knowledge, Attitude and Practice
KCCA	Kampala Capital City Authority
Kms	Kilometers
KVCA	Kidepo Valley Conservation Area
KWR	Katonga Wildlife Reserve
M&E	Monitoring and Evaluation
MECA	Mount Elgon Conservation Area
MFCA	Murchison Falls Conservation Area
MGNP	Mgahinga Gorilla National Park
MoFPED	Ministry of Finance Planning and Economic Development

MoPS	Ministry of Public Service
MoU/MoA	Memorandum of Understanding/Memorandum of Agreement
MTWA	Ministry of Tourism and Wildlife Antiquities
MWE	Ministry of Water and Environment
NDP	National Development Plan
NDFs	Non-Detrimental Findings
NEMA	National Environmental Management Authority
NGOs	Non-Government Organizations
NPWOPA	National Plan for Wildlife Outside Protected Areas
PA	Protected Area
PACU	Problem Animal Control Unit
PME	Planning Monitoring and Evaluation
PNS	Problematic Native Species
PSRP	Public Service Reform Programme
PUCA	Pian-Upe Conservation Area
QECA	Queen Elizabeth Conservation Area
RAPEX	Rationalization of Government Agencies and Public Expenditure
SDS	Service Delivery Standards
SEP	Stakeholder Engagement Plan
TMM	Top Management Meeting
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Education Centre
VICs	Visitor Information Centres
WMA	Wildlife Management Areas

FOREWORD



Uganda is endowed with an exceptional diversity of wildlife and natural ecosystems that constitute an invaluable national heritage and a cornerstone for sustainable socio-economic development. From the iconic mountain gorillas of Bwindi Impenetrable National Park to the rich savannah landscapes of Queen Elizabeth National Park and the remarkable biodiversity associated with Lake Victoria, these natural assets continue to position Uganda as a leading conservation and tourism destination. The responsibility to conserve this heritage for present and future generations remains both a national obligation and a shared global responsibility.

Over the years, the Uganda Wildlife Authority has remained steadfast in fulfilling its mandate of conserving wildlife resources, protecting ecosystems, promoting sustainable tourism, and supporting community livelihoods. However, effective conservation extends beyond ecological management alone; it equally requires the delivery of responsive, professional, transparent, and accountable services to the public, visitors, partners, and all stakeholders who interact with the Authority. It is through quality service delivery that public trust, stakeholder confidence, and institutional credibility are strengthened.

The development of these Service Delivery Standards (SDS) therefore marks an important milestone in the Authority's commitment to continuous institutional improvement and public accountability. The Standards provide a clear framework that defines the level and quality of service that stakeholders should expect from UWA, while also reinforcing the principles of integrity, efficiency, professionalism, responsiveness, and customer care across all areas of operation. They reaffirm the Authority's commitment to ensuring that every engagement with UWA reflects excellence in service and respect for our stakeholders.

On behalf of the Board of Trustees, I commend Management and staff for the commitment demonstrated in developing these Standards. I urge all staff, partners, and stakeholders to embrace and uphold them in the execution of their respective responsibilities. Through collective commitment and shared responsibility, we will continue to strengthen institutional performance, enhance stakeholder satisfaction, and advance the sustainable conservation of Uganda's wildlife heritage for the benefit of the nation and the world.

Prof. James Kalema
CHAIRMAN BOARD OF TRUSTEES

PREAMBLE

Uganda Wildlife Authority (UWA) is a semi-autonomous statutory body established under the Uganda Wildlife Statute of 1996 through the merger of the former Uganda National Parks and the Game Department. Its legal mandate has evolved through successive wildlife legislation, currently anchored in the Uganda Wildlife Act, Cap 315, following reforms under the Rationalization of Government Agencies and Public Expenditure (RAPEX) programme, which also integrated the Uganda Wildlife Conservation Education Centre into the Authority.

Under Section 6(1) of the Uganda Wildlife Act, UWA is mandated to conserve, sustainably manage, and regulate wildlife resources and Protected Areas in Uganda. This includes developing and implementing wildlife policies and management plans, coordinating wildlife conservation activities, monitoring compliance, promoting collaborative wildlife management arrangements, advancing wildlife research, and enhancing public awareness and education on wildlife conservation.

In fulfilling this mandate, UWA is committed to delivering services that are efficient, transparent, and responsive to the needs of its diverse stakeholders, including communities, visitors, development partners, investors, and government institutions. The Service Delivery Standards provide a structured framework that defines the minimum acceptable levels of service expected from the Authority and its staff across all operational areas. They articulate the principles, processes, and performance expectations that guide service delivery, ensuring consistency, accountability, and continuous improvement in the execution of the Authority's mandate.

The Service Delivery Standards serve as a cornerstone for institutional performance and client engagement. They establish clear expectations for service quality, timeliness, and professionalism, while also defining the roles and responsibilities of staff in delivering services. Furthermore, they provide a basis for monitoring performance, assessing compliance, and strengthening accountability within the Authority.

As Executive Director, I reaffirm that the effectiveness of our conservation mission is closely linked to the quality of services we provide. The Service Delivery Standards therefore represent our collective commitment to excellence, integrity, and responsiveness in serving the public. I urge all staff to fully embrace and uphold these Standards in their daily operations, as we work together to conserve Uganda's wildlife heritage for present and future generations.

Dr. James Musinguzi
EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

The Uganda Wildlife Authority (UWA) Service Delivery Standards (SDS) provide a comprehensive institutional framework designed to guide, regulate, and improve the quality, efficiency, and accountability of service delivery across all areas of the Authority's operations. The SDS reaffirm UWA's mandate to conserve and sustainably manage Uganda's wildlife resources while ensuring that services are delivered in a transparent, timely, professional, and customer-centered manner to all stakeholders, including visitors, communities, partners, and government institutions.

The Standards are developed in response to national legal and policy requirements, including the Uganda Public Service Standing Orders (2021) and the National Planning Authority Regulations (2018), which require all government entities to establish clear service delivery benchmarks. They also align with Uganda Vision 2040 and the Fourth National Development Plan (NDP IV), particularly in strengthening conservation outcomes, improving tourism performance, and enhancing public service efficiency and responsiveness.

The SDS are structured into four main components: the introduction and background, strategic direction, implementation framework, and monitoring and evaluation system. They define minimum service expectations in terms of quality, quantity, timeliness, cost, processes, and accessibility, while promoting consistency, fairness, and continuous improvement in service delivery across UWA.

Strategically, the document is anchored on UWA's mandate under the Uganda Wildlife Act (2000), with a vision of becoming a global leader in wildlife conservation and a mission to sustainably manage wildlife resources for national and global benefit. Core institutional values—commitment to conservation, integrity, teamwork, customer care, and professionalism—guide staff conduct and service delivery. The SDS establish clear implementation arrangements assigning responsibilities to all levels of the organization, from the Board of Trustees and Executive Director to departmental heads and frontline staff. External stakeholders, including government ministries, development partners, private sector actors, communities, and tourists, are also recognized as critical partners in ensuring effective service delivery.

A robust monitoring, reporting, and evaluation framework is embedded within the SDS to track compliance, measure performance, and support continuous improvement. This includes routine supervision, customer feedback systems, performance reporting, audits, and periodic reviews. An Annual Service Delivery Standards Performance Report will be produced to inform management decisions and guide improvements.

Finally, the SDS emphasize continuous improvement through regular review cycles, stakeholder engagement, and alignment with evolving policy and operational environments. Overall, the document serves as a key institutional tool for strengthening accountability, enhancing service quality, and ensuring that UWA delivers on its conservation and public service mandate effectively and sustainably.

CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

The Uganda Wildlife Authority (UWA) is mandated to conserve, sustainably manage, and regulate wildlife resources and Protected Areas in Uganda for the benefit of the people of Uganda and the global community. In fulfillment of this mandate, the Authority is committed to delivering quality, timely, transparent, and customer-centered services to all stakeholders, including visitors, local communities, development partners, government institutions, researchers, investors, and the general public. The development of these Service Delivery Standards (SDS) demonstrates UWA's commitment to enhancing accountability, professionalism, efficiency, and responsiveness in service delivery across all its operations and areas of jurisdiction.

The Service Delivery Standards provide a framework that outlines the standards, principles, and expectations that guide the Authority in the provision of services. The Standards are intended to strengthen institutional performance, improve stakeholder satisfaction, enhance public confidence, and promote continuous improvement in service delivery. They also clarify the roles and responsibilities of staff and stakeholders in ensuring effective implementation and adherence to the established standards.

This document is organized into four chapters. Chapter One provides the introduction and background to the Service Delivery Standards, including the mandate of the Authority and objectives of the Standards. Chapter Two presents the strategic direction of the Authority, including its mandate, vision, mission, goal, and strategic objectives. Chapter Three outlines the service standards that stakeholders and the public can expect from UWA and its staff, including the roles and responsibilities of various actors in service delivery. Chapter Four presents the Monitoring and Evaluation framework for the Service Delivery Standards, highlighting the mechanisms for tracking implementation, measuring performance, reporting progress, and facilitating continuous improvement.

1.2 BACKGROUND

Government institutions, as public service providers, have both a legal and moral obligation to deliver services that are timely, accessible, equitable, cost-effective, and of high quality. To achieve this, all programmes, ministries, departments, agencies, and local governments are required to establish and implement clear service delivery standards that reflect the expectations and needs of citizens and stakeholders. This approach is intended to strengthen efficiency and effectiveness in service delivery while enabling public institutions to respond to the increasing demand for accountable and citizen-centered services.

The documentation and implementation of Service Delivery Standards are essential for improving institutional performance, facilitating monitoring and evaluation, and assessing compliance against agreed benchmarks. Service standards provide a common understanding between service providers and service recipients regarding the quality, timelines, and level of service expected, thereby promoting mutual accountability rather than unilateral commitments by government institutions. They also enable public officers to clearly understand their responsibilities, identify performance gaps, and undertake corrective measures to improve service delivery outcomes.

In addition, Service Delivery Standards provide an important framework through which citizens, civil society organizations, and development partners can assess and hold government institutions accountable for service performance. The Standards therefore strengthen both internal and external accountability mechanisms within the Public Service. Furthermore, they serve as a foundation for the development of institutional strategic plans, budgets, client charters, employee performance plans, and systems for inspection, monitoring, evaluation, and audit of government programmes and initiatives.

1.3 LEGAL FRAMEWORK FOR THE DEVELOPMENT OF SERVICE DELIVERY STANDARDS

Pursuant to **Section A-n of the Uganda Public Service Standing Orders, 2021, and Regulation 28 of the National Planning Authority (Development Plans) Regulations, 2018,** all Ministries, Departments, Agencies, and Local Governments (MDALGs) are required to develop and publish Service Delivery Standards (SDS) for the services provided by their respective entities. The Service Delivery Standards serve as the principal basis for planning, budgeting, and consistently delivering quality services to the public.

Furthermore, **Section A, Paragraph 30 of the Uganda Public Service Standing Orders, 2021 and Establishment Notice No. 3 of 2011** provide detailed guidance on the process of developing, documenting, disseminating, and implementing Service Delivery Standards across all Government entities. These regulatory instruments collectively establish a structured framework to ensure that service delivery commitments are clearly articulated, regularly reviewed, and effectively communicated to both service providers and service recipients.

1.4 ALIGNMENT WITH KEY POLICY FRAME WORKS

The Service Delivery Standards (SDS) contributes to National Development Objectives by aligning UWA operations as follows; -

Uganda Vision 2040

i. UWA will focus on improving the quality, accessibility, and efficiency of conservation services in Uganda.
ii. The Authority will also prioritize strengthening efficiency and effectiveness in service delivery to the general Public.

Fourth National Development Plan (NDP IV)

i. Strengthens Tourism Development programme by aiming to achieve the Tenfold growth strategy under the ATMS Agenda.
ii. To understand and address the individual needs and concerns of general public and provide for their comfort while treating them with honour and dignity.

1.5 OVERALL AIM OF SERVICE DELIVERY STANDARDS

To provide a common framework for UWA to develop, document, disseminate and apply service delivery standards in order to promote responsiveness, transparency and accountability for service delivery.

1.6 OBJECTIVES OF THE UWA SERVICE DELIVERY STANDARDS

The Service Delivery Standards are intended to achieve the following objectives:

a. To define the minimum standards of service delivery that the Uganda Wildlife Authority is expected to provide, including what clients and stakeholders should expect in terms of quality, quantity, timeliness, processes, accessibility, and cost of services.
b. To promote consistency, uniformity, and fairness in the delivery of services across the Authority.
c. To provide a reference framework for the preparation of work plans, budgets, client charters, staffing requirements, and other institutional planning and management processes.
d. To establish a basis for assessing client and stakeholder satisfaction with the services provided by the Authority.
e. To support continuous review and improvement of management systems, operational procedures, and service delivery processes.
f. To strengthen quality assurance, accountability, and compliance with local, national, and international standards and best practices in service delivery.

1.7 CLASSIFICATION OF THE SERVICE DELIVERY STANDARDS AT UWA

Service delivery standards in UWA are classified as follows:

a. **Professional Standards:** These refer to the ethical, legal, and professional obligations that guide staff in the execution of their duties. They require personnel to demonstrate appropriate levels of competence, integrity, diligence, accountability, and professionalism in accordance with established codes of conduct, institutional policies, and accepted professional practices. Professional standards also emphasize proper management of processes, systems, documentation, and records to ensure effective and responsible service delivery.

b. **Technical Standards:** These are defined specifications, requirements, and criteria that guide the quality, performance, design, and implementation of products, services, systems, or operational activities. Technical standards provide established methods, procedures, and practices that ensure consistency, safety, reliability, and compliance with approved technical requirements and industry best practices.

c. **Process Standards:** These refer to the procedures, workflows, and operational steps that service providers and service recipients are expected to follow in the delivery or access of services. Process standards provide guidance on how services should be delivered and managed to ensure efficiency, consistency, transparency, and accountability across all service areas, regardless of discipline or sector.

1.8 PROCESS OF DEVELOPMENT OF THE UWA SERVICE DELIVERY STANDARDS

The Service Delivery Standards were developed through a participatory and consultative process. This included Stakeholder consultations; Service Delivery Standards formulation and approvals.

CHAPTER TWO: UWA STRATEGIC DIRECTION

This chapter presents the mandate and the strategic focus of the Authority for the period 2025/26 - 2029/30. The areas of focus are based on the policy direction together with the emerging issues and the environment within which the Authority operates.

2.1 THE MANDATE OF THE AUTHORITY

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

2.2 THE VISION, MISSION, AND VALUES OF THE UWA

2.2.1 Vision

A global leader in wildlife conservation.

2.2.3 The Mission

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

2.2.4 Values

The Uganda Wildlife Authority is deeply committed to the conservation of Uganda's wildlife resources and natural ecosystems. This commitment is reflected in the dedication of staff to uphold conservation ethics, promote sustainable environmental management, and safeguard biodiversity for present and future generations. Staff are expected to demonstrate a genuine appreciation and love for nature in the execution of their duties, ensuring that all actions and decisions contribute to the long-term protection and sustainability of wildlife and Protected Areas.

Commitment to conservation

All staff have personal commitment to upholding conservation ethics and values in the true sense of love and respect for nature.

Integrity - is a cornerstone of the Authority's operations and service delivery. The Authority upholds honesty, transparency, accountability, and ethical conduct in all engagements with clients, partners, communities, and stakeholders. Staff are expected to perform their duties responsibly, adhere to established laws, regulations, and procedures, and ensure that public trust and institutional credibility are maintained at all times.

Teamwork – The Authority recognizes that effective conservation and service delivery require collaboration and collective effort. Staff are encouraged to work together across departments, conservation areas, and stakeholder groups to achieve shared organizational goals. Through teamwork, staff take collective responsibility for decisions and actions, support one another in service delivery, and foster a culture of cooperation, mutual respect, and shared accountability in the best interest of the organization.

Customer Care - The Authority is committed to delivering responsive, timely, and client-centred services to all stakeholders. Staff are expected to treat clients with courtesy, respect, fairness, and professionalism while ensuring that their needs and concerns are addressed effectively. By prioritizing customer care, the Authority seeks to enhance stakeholder satisfaction, strengthen public confidence, and create positive experiences for visitors, communities, partners, and all individuals interacting with the institution.

Professionalism - Is fundamental to the Authority's commitment to excellence in conservation and service delivery. Staff are expected to perform their responsibilities with competence, efficiency, discipline, and respect while maintaining high standards of conduct and technical expertise. The Authority promotes continuous learning, accountability, and adherence to professional standards to ensure quality service delivery, effective conservation management, and improved institutional performance.

2.3 STRATEGIC OBJECTIVES

The Strategic Objectives for UWA within this Strategic Plan, 2025/2026 to 2029/2030 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 THREE: IMPLEMENTATION OF SERVICE DELIVERY STANDARDS

3.1 SERVICE DELIVERY STANDARDS OVERVIEW

This section outlines the service delivery standards that stakeholders, clients, and the general public should expect from the Uganda Wildlife Authority and its staff during the provision of services. The standards are derived from existing institutional policies, operational guidelines, procedures, and approved service commitments of the Authority. They provide a clear framework for promoting efficiency, accountability, transparency, professionalism, and consistency in service delivery. The section also clarifies the roles and responsibilities of both staff and stakeholders in ensuring effective service provision and positive client engagement. All Directorates, Departments, Conservation Areas, and Units are required to implement, adhere to, and continuously uphold these standards in the execution of their respective mandates and functions.

3.2 IMPLEMENTATION ARRANGEMENTS OF THE SDS

The implementation of these Service Delivery Standards shall be the responsibility of all Directorates, Departments, Conservation Areas, Sections, and Units of the Uganda Wildlife Authority. Heads of Departments and Supervisors shall ensure that the standards are integrated into annual work plans, operational procedures, performance targets, and day-to-day service delivery processes.

To operationalize the standards, UWA shall:

- Disseminate the Service Delivery Standards to all staff, stakeholders, clients, and the general public through appropriate communication channels.
- Integrate service standards into staff induction, orientation, and capacity-building programmes.
- Display key service commitments and service charters at service delivery points and on official communication platforms.
- Incorporate compliance with service delivery standards into staff performance management and appraisal systems.
- Establish mechanisms for receiving, recording, and addressing client feedback, complaints, suggestions, and compliments.
- Conduct periodic monitoring, evaluation, and service delivery assessments to measure compliance and identify areas for improvement.
- Undertake regular reviews and updates of the standards to ensure continued relevance, effectiveness, and alignment with emerging government policies and stakeholder expectations.

Compliance with these standards shall be monitored through routine supervision, management reviews, client satisfaction assessments, performance reports, inspections, and internal audit processes. Non-compliance shall be addressed in accordance with applicable UWA policies, regulations, human resource procedures, and public service accountability requirements.

Continuous improvement shall be promoted through stakeholder engagement, performance monitoring, corrective actions, and the implementation of recommendations arising from service delivery assessments and customer feedback mechanisms.

3.3 UWA SERVICE DELIVERY STANDARDS MATRIX

This section presents the Service Delivery Standards Matrix, which outlines the key services and outputs provided by the Authority to its stakeholders. The matrix specifies the standards, timelines, responsibilities, and service commitments that will guide service delivery across the institution. It serves as a reference point for both staff and stakeholders by clearly defining expected levels of performance, quality of service, and accountability mechanisms in the delivery of UWA's mandates and services. Details are highlighted in the matrix below.

SERVICE DELIVERY STANDARDS

Focus Area 1: Ecosystem Management

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.	Invasive alien, problematic native and exotic species effectively controlled in targeted degraded habitats.	Hectares of habitat degraded by IAS, PNS & ES, disaggregated by species & site	**Quantity:** 5,000 Ha of IAS, PNS & ES controlled/ cleared annually across all PAs **Time:** Baseline + reassessment every 10 years **Process:** Inventory of IAS, PNS & ES maintained and updated annually per PA **Coverage:** 100% of PAs assessed for IAS, PNS & ES **Cost:** Within approved budget limits	Ecosystems, Stakeholders	All assessed/ affected areas	Integrated interventions (manual, mechanical, biological control measures)	Equipment, labour, allowances	Free	Commissioner Biodiversity Management (CBM), Chief Wardens (CWs)
Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.	Degraded habitats restored through native species rehabilitation and ecosystem recovery measures.	% Of degraded land restored	**Quantity:** 2% of degraded habitat area restored annually per affected PA **Quality:** Restoration achieves ≥75% native vegetation cover 3 years post-intervention **Time:** Baseline assessment of degraded habitats every 10 years **Cost:** Within approved budget limits	Ecosystems, Stakeholders	All assessed/ affected areas	Integrated interventions (manual, mechanical, biological control measures)	Equipment, labour, allowances, native plant seeds/plantlets	Free	CBM, ACREM, CWs

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.	Disease surveillance and response mechanisms for wildlife developed and operationalized.	Wildlife Health Management Strategy developed & implemented	**Quality:** 1 approved Wildlife Health Management Strategy in place at all times **Time:** Strategy reviewed and updated every 5 years **Coverage:** Applies to all PAs and ex-situ facilities **Cost:** Within approved budget limits	Wildlife, Public, Employees	All wildlife in and outside PAs	Surveillance, workshops, sampling, biobanking, genetic testing, interventions	Sampling materials, skilled personnel, lab consumables, veterinary consumables, workshop costs, allowances	Free	CBM, ACVS
		Number of disease surveillance plans and manuals reviewed and operationalized	**Quantity:** 1 operational disease surveillance plan per Wildlife Conservation Area **Time:** Plans reviewed every 2 years **Process:** Implementation monitored quarterly with reports **Cost:** Within approved budget limits	Wildlife, Public, Employees	All wildlife in and outside PAs	Surveillance, sampling, biobanking, genetic testing, interventions	Sampling materials, skilled personnel, lab consumables, veterinary consumables, workshop costs, allowances	Free	CBM, ACVS
		Number of wildlife diagnostic laboratories upgraded & fully operational	**Quantity:** 4 labs operational - KVCA, MFCA, QECA, UWEC **Quality:** All wildlife diagnostic labs accredited once every 5 years **Accessibility:** Lab services accessible to all PAs in respective WCAs **Cost:** Within approved budget limits	UWA, Biodiversity, Stakeholders	All gazetted CAs	Construction, equipment	Construction materials, expert consultancy services	Free	CBM, ACVS

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.	Climate change resilient interventions adopted.	A climate change strategy in place	**Quality:** 1 approved UWA Climate Change Strategy aligned to MWE policy in place **Time:** Strategy reviewed every 5 years **Coverage:** Applied across all Pas **Cost:** Within approved budget limits	UWA, Biodiversity, Stakeholders	All gazetted PAs	Consultancy services	Allowances	Free	CBM, ACP
		Number of key climate resilient infrastructure and facilities in PAs established	**Quantity:** 100% of key infrastructure and facilities climate-proofed **Process:** Climate risk assessment done before construction/upgrade **Time:** Assessment done annually for existing infrastructure **Cost:** Within approved budget limits	PAs, Biodiversity, Communities	All gazetted PAs	Qualified construction service providers	Construction materials	Free	CFO
	Developments in CAs assessed and managed.	Number of ESIAs conducted, reviewed and certified/ approved for developments in and around CAs	**Quantity:** 100% of developments in wildlife CAs ESIA certified **Quality:** Certification in line with NEMA standards **Process:** ESIA review completed within 60 days of submission **Cost:** Within approved budget limits	PAs, Biodiversity	All developments in and around PAs	Field assessments, stakeholder engagements	Workshops, allowances, transport	Free	CBM, ACESIA

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
		Waste management guidelines developed and implemented in CAs	**Quality:** UWA Waste Management Guidelines in place and disseminated **Coverage:** Waste Management Plans developed for 100% of PAs **Process:** Compliance monitored quarterly **Cost:** Within approved budget limits	Ecosystem, People	All CAs	Workshops, inspections	Equipment, transport, personnel, training, allowances	Free	CBM, ACESIA
		Number of compliance monitoring exercises undertaken	**Quantity:** Compliance monitoring conducted once every quarter **Coverage:** 100% of developments + extractive activities covered **Process:** Monitoring reports produced within 15 days **Cost:** Within approved budget limits	Ecosystem, People	All developments within PAs	Inspections, meetings, compliance feedback	Transport, drones, PPE, cameras, GPS, allowances	Extractive permit fees	CBM, ACESIA
		Number of environmental audits conducted	**Quantity:** 100% of ESIA-certified developments audited annually **Time:** Audit reports completed within 45 days **Quality:** Audits conducted by NEMA-certified auditors **Cost:** Within approved budget limits	Ecosystem, People	All developments within PAs	Consultancy services	Consultancy fees	Free	CBM, ACESIA

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
	Habitat connectivity established and promoted	Number of viable wildlife corridors acquired and gazetted	**Quantity:** 1 wildlife corridor acquired/gazetted annually **Process:** Gazettement process completed with legal instruments **Coverage:** Corridors prioritized based on connectivity analysis **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All viable corridors	Stakeholder engagements, corridor assessments	Meetings, transport, allowances, land acquisition	Free	CBM
		Area of acquired corridors restored	**Quantity:** 400 Ha of wildlife corridors restored annually **Quality:** Restoration achieves ≥70% indigenous tree/grass cover **Time:** Restoration completed within 24 months of acquisition **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All degraded wildlife corridors	Stakeholder engagement, replanting	Meetings, labour, plant seeds	Free	CBM
		Number and type of wildlife friendly infrastructure developed	**Quantity:** 1 wildlife-friendly enterprise/infrastructure developed annually **Quality:** Infrastructure meets wildlife-friendly design standards **Cost:** Within approved budget limits	Frontline communities around target Pas	All UWA revenue sharing feasible communities	Community engagement, meetings	Meetings, IEC materials, allowances	Free	ACCCES

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
	Species specific population action plans developed and implemented	Number of species-specific action plans developed and periodically reviewed	**Quantity:** 2 species-specific action plans developed in 2 years **Time:** All action plans reviewed every 5 years **Process:** Plans developed through stakeholder consultation **Cost:** Within approved budget limits	Biodiversity, Communities, UWA	All feasible wildlife species of special concern	Assessments, stakeholder engagements	Workshops, allowances, stationery	Free	CBM
		% Of priority action plans implemented per species	**Quantity:** 20% of priority actions implemented annually per species plan **Process:** Annual implementation reports produced **Coverage:** Covers all species with approved action plans **Cost:** Within approved budget limits	Biodiversity, UWA, Public	All species with approved action plans	Stakeholder engagement	Meetings, allowances, personnel	Free	CBM
		Number of standard animal and key plant surveys conducted	**Quantity:** 1 standard survey conducted every 2 years per priority taxa **Process:** Surveys follow standardized protocols **Time:** Survey reports produced within 3 months **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All key animal and plant species of conservation concern	Systematic surveys (aerial, ground, camera trapping)	Equipment, personnel, allowances	Free	CBM

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
		Number of studies for Non-Detrimental Findings (NDF) undertaken	**Quantity:** 1 NDF study undertaken every 2 years per CITES-listed species **Process:** Studies follow CITES NDF guidelines **Quality:** Reports peer-reviewed **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All wildlife species of conservation concern	Targeted species customized sampling	Equipment, personnel, allowances	Free	CBM
	Standardized species monitoring and data management systems operationalized	Number of data monitoring systems developed and applied	**Quality:** SERCA system fully operationalized in 100% of PAs **Process:** System uptime ≥95% monthly **Accessibility:** Accessible to all PA data officers **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All PAs	Consultancy services	Training, equipment, personnel, allowances	Free	CFO
		Number and type of supportive equipment and tools acquired	**Quantity:** 1 SERCA server acquired every 2 years **Process:** Equipment procurement follows UWA PPDA procedures **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All PAs	Consultancy services	Equipment, personnel	Free	CFO

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		Number of staff trained and certified in data monitoring systems	**Quantity:** 40 staff certified in SERCA in first 2 years, 60 in 5 years **Quality:** Certification through standardized assessment **Time:** Training completed by Q4 each year **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All PAs	Consultancy services, internal training	Workshops, personnel, allowances	Free	CFO, CBM
	Implement species recovery and breeding programs	Number of priority species managed under approved ex-situ programs	**Quantity:** 32 priority species managed annually under approved breeding programs **Quality:** Programs follow IUCN ex-situ guidelines **Process:** Breeding records maintained **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All priority species per UWA listing	Assessments, breeding, translocation	Personnel, species reintroduction, allowances	Free	CBM, ACREM, ACVS
		Number of species successfully rehabilitated, bred and reintroduced	**Quantity:** 10 species successfully rehabilitated, bred & reintroduced in 5 years **Quality:** Post-release survival ≥50% after 1 year **Process:** Post-release monitoring for 24 months **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All priority species of reintroduction interest	Assessments, breeding, translocation	Personnel, species reintroduction, allowances	Free	CBM, ACREM, ACVS

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		Breeding success rate of target species	**Quality:** ≥90% breeding success rate achieved annually **Process:** Success = # offspring surviving to 6 months / # births **Coverage:** Applies to all ex-situ breeding species **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All priority species of breeding concern	Breeding	Personnel, allowances, animal feeds	Free	CBM, CCCES, ACREM, ACVS
		Survival rate of captive animals	**Quality:** ≥90% annual survival rate achieved **Process:** Mortality investigations conducted for all deaths **Time:** Rate calculated annually **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All captive animal species	Animal care	Personnel, allowances, animal feeds	Free	CBM, CCCES, ACREM, ACVS
	Animal health and welfare management strengthened	Number of veterinary interventions conducted	**Quantity:** 5 veterinary interventions conducted annually per facility **Process:** Interventions documented with case reports **Time:** Emergency response within 2 hours **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All sick animals requiring veterinary intervention	Assessments, interventions	Personnel, veterinary supplies, allowances	Free	CBM, ACVS

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		% Compliance with animal welfare and biosecurity standards	**Quality:** 100% compliance achieved annually **Process:** Monthly welfare/ biosecurity audits conducted **Coverage:** All ex-situ facilities covered **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All veterinary practice	Monitoring and compliance	Personnel, veterinary supplies	Free	CBM, ACVS
		Number of disease surveillance screenings conducted	**Quantity:** 5 disease surveillance screenings conducted in 5 years **Process:** Screenings follow approved protocols **Time:** Annual screening plan in place **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All entities at the One Health interface	Assessments, sampling, lab analyses	Veterinary kits, personnel, allowances, transport	Free	CBM, ACVS
		Number of biosecurity protocols operational	**Quantity:** 5 biosecurity protocols operational annually **Quality:** Protocols compliant with OIE standards **Process:** Quarterly compliance checks **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All veterinary practice	Implementation and compliance	Personnel, veterinary supplies	Free	CBM, ACVS

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	Biodiversity inventories conducted	Number of biodiversity inventories conducted	**Quantity:** 2 biodiversity inventories conducted annually **Process:** Inventories use standardized methods **Time:** Reports produced within 4 months **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All biodiversity in and outside PAs	Assessments, research, monitoring	Personnel, transport, training, allowances	Free	CBM, ACREM
	GIS unit established and operationalized	Functionality of GIS unit	**Quality:** Functional GIS unit in place with 100% uptime **Accessibility:** GIS services accessible to all UWA departments **Process:** Data updated quarterly **Cost:** Within approved budget limits	UWA, Stakeholders	All PAs and stakeholders	Procurement/ service provider	Equipment, personnel, training, allowances	Free	CBM, ACREM
	Community wildlife management areas restored and sustainably managed	Number of community wildlife management areas with operational committees	**Quantity:** Baseline 2 WMAs, up to 5 WMAs operationalized in 5 years **Quality:** “Operational” = committee meets quarterly with minutes **Process:** Committees elected democratically **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All feasible WMAs	Stakeholder engagement	Meetings, transport, personnel, allowances	Free	CBM, CCCES

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		Number of community wildlife management areas with approved management plans	**Quantity:** 4 WMAs with approved management plans **Process:** Plans approved by UWA Board + stakeholders **Time:** Plans reviewed every 5 years **Cost:** Within approved budget limits	Biodiversity, Local Communities, UWA	All feasible WMAs	Stakeholder engagement	Meetings, transport, personnel, allowances	Free	CBM, CCCES
		Number of wildlife corridors secured	**Quantity:** 1 wildlife corridor secured annually **Process:** Security through demarcation, patrols, agreements **Coverage:** 100% of priority corridors covered in 5 years **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All viable wildlife corridors	Stakeholder engagement	Meetings, transport, personnel, land, allowances	Free	CBM, CCCES
		Number of hectares of habitats restored	**Quantity:** 1,300 Ha restored in year 1, 2,000 Ha by year 5 **Quality:** Restoration success ≥75% vegetation cover **Process:** Restoration plans per PA approved **Cost:** Within approved budget limits	Biodiversity, UWA, Stakeholders	All PAs and gazetted wildlife corridors	Assessments, stakeholder engagement	Meetings, field surveys, seedlings, labour, allowances	Free	CBM, CCCES, ACREM

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	Wildfires in Protected Areas managed	Fire management plans developed and implemented	**Quality:** Fire management plan developed & implemented for each PA **Process:** Plans updated annually **Time:** Dry season preparedness by Nov 30 each year **Cost:** Within approved budget limits	Biodiversity, UWA, Communities	All PAs	Stakeholder engagement	Workshops, personnel, equipment, allowances	Free	CBM, ACREM
		Review and update of fire management plans	**Quantity:** 100% of feasible fire management plans reviewed annually **Process:** Review includes fire incident analysis **Time:** Reviews completed by Dec 31 **Cost:** Within approved budget limits	Biodiversity, UWA, Communities	All PAs	Assessments, stakeholder engagement	Workshops, personnel, equipment, allowances	Free	CBM, ACREM
		Length (kms) of fire breaks established and maintained	**Quantity:** 1,200 km established year 1, 2,000 km by year 5 **Coverage:** Every PA to have fire breaks **Process:** Fire breaks maintained before dry season **Cost:** Within approved budget limits	Biodiversity, UWA, Communities	All PAs	Stakeholder engagement	Labour, personnel, allowances	Free	CBM, ACREM

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	Organizational research priorities identified	Number of priorities identified	**Quantity:** 5 research priorities identified annually **Process:** Priorities identified through stakeholder + science team consultation **Time:** Priority list approved by UWA Research Committee by 31 Jan each year **Coverage:** Priorities cover all WCAs **Cost:** Within approved budget limits	Biodiversity, UWA, Academia	All PAs, Communities	Assessments, stakeholder engagement	Workshops, personnel, allowances	Free	CBM, ACREM
	Research studies undertaken	Number of research studies completed and disseminated	**Quantity:** 7 research studies completed & disseminated **Quality:** Studies follow approved research protocols + peer review **Time:** Studies completed and reports disseminated within 12 months of start **Accessibility:** Reports accessible on UWA website + PA offices **Cost:** Within approved budget limits	Biodiversity, UWA, Academia	All PAs, Communities	Research permits, stakeholder engagement	Workshops/ symposiums, personnel, allowances	Free	CBM, ACREM

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		Number of policy briefs developed from research	**Quantity:** 5 policy briefs developed in 5 years **Quality:** Briefs ≤4 pages, evidence-based, action-oriented **Time:** 1 brief developed annually **Accessibility:** Briefs distributed to MWE, Parliament, PA staff **Cost:** Within approved budget limits	UWA, Public, Academia	All relevant stakeholders	Meetings	Meetings, personnel	Free	CBM, ACREM
	Research fund reviewed and operationalized	Number of research projects funded annually	**Quantity:** 3 research projects funded annually **Process:** Funding awarded through competitive review process **Coverage:** Projects spread across ≥2 WCAs **Cost:** Within approved budget limits	Biodiversity, UWA, Academia	All PAs, Communities	Stakeholder engagement	Meetings, grant funds	Free	CBM, ACREM

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		Number of research project reports produced and disseminated	**Quantity:** 3 research project reports disseminated annually **Time:** Reports produced within 3 months of project completion **Accessibility:** Reports shared with funding partners + district stakeholders **Process:** Dissemination through workshops + digital repository **Cost:** Within approved budget limits	Biodiversity, UWA, Academia	All PAs, Communities	Stakeholder engagement	Meetings, allowances	Free	CBM, ACREM
	Collaboration with research institutions established	Number of research institutions collaborated with	**Quantity:** 10 research institutions collaborated with in 5 years **Process:** Collaboration formalized through MoUs/ MoAs **Coverage:** Institutions include local, regional & international partners **Time:** ≥2 new institutions engaged annually **Cost:** Within approved budget limits	Biodiversity, UWA, Academia	All feasible research and academic institutions	Stakeholder engagement, MoUs	Meetings, allowances	Free	CBM, ACREM

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		Number of monitoring programs implemented	**Quality:** 1 functional ecological monitoring program implemented annually per PA **Process:** Program uses standardized SOPs + data sheets **Accessibility:** Data entered into SERCA within 30 days **Coverage:** 100% of PAs covered **Cost:** Within approved budget limits	Biodiversity, UWA, Academia	All PAs	Ranger-based monitoring	Equipment, personnel, allowances	Free	CBM, ACREM
	Ecological monitoring systems strengthened	Number of ecological surveys conducted annually	**Quantity:** 2 ecological surveys conducted annually **Quality:** Surveys use standardized methods + trained observers **Time:** Survey reports completed within 4 months **Coverage:** Surveys rotate across habitat types in each PA **Cost:** Within approved budget limits	Biodiversity, UWA	All PAs	Systematic biodiversity assessment	Equipment, personnel, allowances	Free	CBM, ACREM

Strategic Objective	Output/Service Description	Key Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Beneficiary of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Inputs	User Fee/ Contribution by Service Recipient	Responsibility Centre/Service Delivery Point
	Wildlife populations assessed	Wildlife population trends for key indicator species	**Quantity:** 2 population surveys conducted annually for key indicator species **Quality:** Surveys follow IUCN monitoring guidelines **Process:** Data analyzed + trends reported annually **Accessibility:** Trend data accessible to PA staff **Cost:** Within approved budget limits	Biodiversity, UWA	All PAs and biodiversity hotspots	Wildlife censuses	Equipment, personnel, travel, allowances	Free	CBM, ACREM
		Annual state of wildlife resources report produced	**Quality:** 1 annual wildlife resources report produced **Time:** Report published by 31 March of following year Process: Report compiled from PA data + validated by research team **Accessibility:** Report publicly available online + print copies to stakeholders **Cost:** Within approved budget limits	UWA, Government, Academia	All wildlife species in the country	Data collection and analysis, literature review	Equipment, personnel, travel, allowances	Free	CBM, ACREM

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		Number of taxa/groups of taxa monitored	**Quantity:** 3 taxa/groups monitored annually **Process:** Monitoring uses standardized protocols per taxa **Coverage:** Taxa selected based on conservation priority + ecological role **Time:** Annual monitoring cycle Jan-Dec Cost: Within approved budget limits	Biodiversity, UWA, Academia	All PAs and biodiversity hotspots	Assessment and monitoring	Equipment, personnel, travel, allowances	Free	CBM, ACREM
Enhance the ecological integrity of all wildlife conservation areas to ensure sustainable biodiversity, ecosystem functionality, and resilience to environmental threats.	Conduct rehabilitation of sick, injured, orphaned, abandoned and confiscated wildlife species	Number of species successfully rehabilitated and reintroduced into the wild	**Quality:** 100% of rehabilitated species with post-release survival ≥50% after 1 year **Process:** Post-release monitoring conducted monthly for 24 months **Accessibility:** Survival data accessible to ex-situ facility managers **Cost:** Within approved budget limits	Sick, injured, abandoned, confiscated and orphaned wildlife; tourists	Communities and protected areas	Husbandry management techniques and veterinary interventions, SOPs	Animal food, rehabilitation equipment, drugs, human resources, capacity building, allowances	Free	ED, CCCE, Assistant Commissioner EWM
	Conduct ex-situ conservation breeding programs	Breeding success rate of five targeted species		Wildlife populations, ecosystems and genetic diversity	Laboratory services	Husbandry management techniques, veterinary and laboratory interventions, SOPs	Specialized diets, quarantine, habitat modification, veterinary interventions, human resources, partnerships	Free	ED, CCCE, Assistant Commissioner EWM

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	Conduct management of plant collections in ex-situ facilities	Number of plant species added to plant collection	**Quantity:** 10 plant species added annually per ex-situ facility **Quality:** Species verified, accessioned, and labeled per botanical garden standards **Process:** Acquisition follows plant collection policy + phytosanitary clearance **Coverage:** Focus on native, threatened, and economically important species **Cost:** Within approved budget limits	Animals in ex-situ, ecosystem functionality, tourists	Communities, protected areas and botanical institutions	Plant propagation and management interventions	Specialized equipment, facilities, partnerships, human resources	Free	ED, CCCE, Assistant Commissioner EWM
		Number of sites re-greened and refurbished	**Quantity:** 4 sites re-greened and refurbished annually per ex-situ facility **Quality:** Re-greening achieves ≥80% vegetation cover within 12 months **Process:** Refurbishment includes soil improvement + irrigation upgrade **Time:** Sites completed within the financial year Cost: Within approved budget limits	Animals in ex-situ, ecosystem functionality, tourists	Communities and protected areas	Plant care and landscape management	Specialized equipment, labour, planting materials	Free	ED, CCCE, Assistant Commissioner EWM

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		Number of acres managed for native problematic weeds, invasive and parasitic plants	**Quantity:** 10 acres managed annually per ex-situ facility **Quality:** Management reduces target weed cover by ≥70% post-treatment **Process:** Integrated weed management: mechanical + biological + selective herbicide **Cost:** Within approved budget limits	Animals in ex-situ, ecosystem functionality, tourists	None	Integrated weed management interventions	Specialized equipment, supplies, labour	Free	ED, CCCE, Assistant Commissioner EWM
		Number of facilities managed for pests	**Quantity:** 10 facilities/ animal exhibits managed annually per ex-situ facility **Quality:** Pest management follows IPM principles, zero pesticide misuse **Process:** Monthly pest monitoring + quarterly treatment if thresholds exceeded **Accessibility:** Pest management records accessible to facility managers **Cost:** Within approved budget limits	Animals in ex-situ, ecosystem functionality, tourists, staff and property	None	Integrated pest management interventions and SOPs	Specialized equipment, supplies, labour	Free	ED, CCCE, Assistant Commissioner EWM

Focus Area 2: Wildlife resource protection

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
To Ensure the effective protection, recovery, and long-term survival of Uganda's wildlife resources	**Output 2a.1:** Surveillance and monitoring technologies acquired	# And type of Surveillance and monitoring technologies acquired and deployed	**Quantity:** 100% of PAs connected to EarthRanger by 30 June 2028 **Quality:** System uptime ≥95% monthly **Accessibility:** Real-time access for all PA wardens Cost: Within approved budget limits	Ecosystems/ wildlife. Police. Prosecution. Judiciary	Appointed government employees in relevant sectors	Study tours on Earth Ranger Operations, attending Earth Ranger conferences, and procurement of Earth Ranger services	Consultancy, Building/ Operations centre	Not applicable	Commissioner Field Operations, Chief Wardens, Wardens Law Enforcement
		% Of protected areas equipped with functional surveillance systems	**Quantity:** 1 functional drone + 1 certified operator per PA **Process:** 20 drone surveillance trips conducted monthly per PA **Coverage:** 90% of PA area covered by patrols **Cost:** Within approved budget limits	Ecosystems/ wildlife. Police. Prosecution. Judiciary	Appointed government employees in relevant sectors	Aerial surveillance, downloading and sharing with concerned staff	Drone, Training of drone users, service parts,	Not applicable	Commissioner Field Operations,
	Output 2a.2: Logistical support for field operations strengthened	Average reduction in response time to reported illegal activities (%)	**Quantity:** Each PA with standby operational force of ≥12 rangers **Time:** Response time reduced by ≥30% from baseline by 2028 **Process:** Incident log - dispatch <2 hours **Cost:** Within approved budget limits	Ecosystems/ wildlife. Police. Prosecution. Judiciary	Appointed government employees in relevant sectors	Road patrols, aerial surveillance, foot patrol, marine patrol, ambushes, Observation points	Rangers, command structure, pre-designed pick-up, weaponry, fuels, field gear, observation points	Not applicable	Chief Warden, Wardens Law Enforcement

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	Output 2b.1: Frameworks for cross border collaboration and coordination established	# Of active MOUs on transboundary conservation	**Quality:** Signed MoU/MoA with PAA Kenya & South Sudan **Process:** Cross-border management units with up-to-date info sharing protocol **Time:** MOUs reviewed every 3 years **Cost:** Within approved budget limits	MECA, PUCA, KVCA, MFCA	Appointed Focal Officers in UWA, MTWA	Regional meetings and workshop, consultation of key stakeholder, engagement of responsible office bearers to sign the instruments	Inland travel facilitation, venue, stationery, resource persons, meals and refreshments, printing, binding	All the inputs	Executive Director, Legal and Corporate Affairs, Field Operations
				Cross boarder management units	Appointed Focal Officers in UWA, MTWA	Regional meetings and workshops, drafting and reviewing the protocol, engagement of responsible office bearers to sign the protocol	Inland travel facilitation, venue, stationery, resource persons, meals and refreshments, printing, binding	GVTC, ED UWA	GVTC, ED, Legal and Corporate Affairs, CW
	Output 2b.2: Joint cross-border enforcement operations conducted	Number of joint patrols/ operations conducted annually	**Quantity:** 1 joint/coordinated operation per quarter per PA on international border **Process:** Joint operations planned with neighboring country **Time:** Operations conducted Jan-Mar, Apr-Jun, Jul-Sep, Oct-Dec **Cost:** Within approved budget limits	BINP, MGNP, KVCA, MECA	Joint planning	Joint/ coordinated operation/ patrols	Food ration, field equipment, First aid kits, fuel, inland travel facilitation	All the inputs	ED, CFO, CW

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		Percentage reduction in cross-border wildlife trafficking incidences	**Process:** Each cross-border unit maintains updated WL trafficking database **Quantity:** Database updated monthly **Time:** Annual trend analysis produced **Cost:** Within approved budget limits	BINP, MGNP, KVCA, MECA, QENP, KWR	Request to and with permission of the ED-UWA	Development and institutionalization of a date base for WL trafficking at each cross-border management unit	Computer, Data base admins/ staff, database,	All inputs	ED, CFO, CW
	Output 2c.1: Strengthen anti-poaching and law enforcement systems	% of patrol effort coverage across PAs	**Quantity:** 90% of PA area covered by patrols **Quantity:** 15 km covered per ranger per day **Quantity:** 15 extended + 15 routine patrols per month **Quantity:** 12 rangers per patrol **Cost:** Within approved budget limits	Community, Stakeholders, Wildlife managers	All PAs	Ground patrols, Marine patrols Motorized patrols	Patrol staff, Field equipment, Air craft, Allowance	Free	ED, CFO, CW
	Output 2c.2: Wildlife crime investigation and prosecution systems strengthened	# Of wildlife crime investigations completed	**Quality:** 95% of reported crimes investigated per month **Time:** Investigation completed within 30 days **Process:** Case files maintained **Cost:** Within approved budget limits	Wildlife managers, Government, Stakeholders	Areas of suspicion and	Train staff in investigations, Involvement of Sub County Crime Scene Officers	Investigation staff, Transport/ Vehicles, Finances	Free	ED, CFO Investigation officers, CW
		# Of wildlife crime cases prosecuted	**Quality:** 95% of investigated cases prosecuted per month **Time:** Prosecution initiated within 60 days **Process:** Prosecution tracking database maintained **Cost:** Within approved budget limits	Prosecutors, Wildlife managers, Stakeholders	Liaison with RSA and courts of law	Statement recording, Court sessions	Prosecutors, Transport/ Vehicles, Court staff, Finances	Free	ED, Legal Division, Investigation division, CW,

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		Conviction rate for wildlife crime cases (%)	**Quality:** ≥95% conviction rate achieved **Time:** Convictions secured within 6 months of prosecution **Process:** Court outcomes recorded **Cost:** Within approved budget limits	Wildlife managers, Stakeholders	Liaison with RSA and law enforcers	All suspects aligned before the court	Prosecutors, Transport/ vehicles, Witnesses, Allowances	Free	ED, Legal division, CW
		Percentage reduction in boundary encroachment cases	**Quality:** Zero encroachment in all PAs within 5 years **Process:** Enclave boundaries mapped & marked annually **Time:** Enclave population documented annually **Cost:** Within approved budget limits	Wildlife managers, Stakeholders	All PAs	All boundaries marked with concrete pillars	Boundary pillars, Human resource, Finances, Materials	Free	ED, CFO, CW
	Output 2d.1: Human enclave assessments and mapping completed	Number of CAs with completed human enclave assessments	**Quantity:** 100% of CAs with human enclaves assessed within 2 years **Process:** Assessment uses standardized enclave assessment tool + community consultation **Time:** Assessments completed by 30 June 2028 **Coverage:** All identified enclaves per PA included **Cost:** Within approved budget limits	Park Management communities	UWA Protected Areas	Surveying and mapping	Survey equipment, GPS units, SMART phones	Community time	Executive Director, Commissioner Field Operations, Chief Wardens

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Output 2d.2: Enclave management and conflict mitigation measures implemented	Proportion of enclaves with management plans developed and implemented	**Quantity:** 100% of enclaves with approved management plans in 2 years **Quality:** Plans developed through participatory process with enclave communities **Process:** Plans approved by UWA Board + DLG **Time:** All plans developed + implementation starts by 2028 **Cost:** Within approved budget limits	Communities Park Management	UWA Protected Areas	Use UWA planning manual	Funds Personnel	Community and stakeholders	Executive Director Commissioner Field Operations Chief Wardens
		Percentage reduction in encroachment-related illegal activities (%)	**Quantity:** Zero encroachment cases in all PAs within 5 years **Quality:** "Zero" = no new settlement, cultivation, or structures detected **Process:** Monthly boundary patrols + quarterly remote sensing checks **Time:** Baseline encroachment mapped by 2026, target achieved by 2031 **Coverage:** 100% of PA boundaries monitored **Cost:** Within approved budget limits	Park management Ecosystem Local Communities	UWA Protected Areas	Community meetings Foot patrols	Smartphones Drones	Free	Executive Director Commissioner Field Operations Chief Wardens
	Output 2e.1: CA boundaries surveyed, clearly demarcated, maintained and effectively secured	Length (Kms) of CA boundary surveyed and marked	**Quantity:** 100% of CA boundaries marked with survey stones **Process:** Boundary opening + marking per survey standards **Time:** New/upgraded PAs marked within 5 years of gazettement **Cost:** Within approved budget limits	Community neighbouring the PAs	Procurement of consultancy services of a surveyor and Ministry of Lands	Planting of boundary markers	Labour and concrete pillars,	UWA staff	Commissioner Legal and Corporate Affairs

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		Percentage of PAs with updated boundary maps	**Quality:** 100% of PAs with updated boundary maps **Accessibility:** Maps accessible at PA + HQ level **Time:** Maps updated every 2 years **Cost:** Within approved budget limits	Stakeholders and UWA staff	Procure services of a consultant	Procurement of a consultant	Financial resources and human resource	UWA staff	Commissioner Legal and Corporate Affairs
		Percentage reduction in boundary encroachment cases	**Quantity:** 0% encroachment — zero new encroachment cases on all UWA Estates annually **Quality:** "Encroachment" = any illegal settlement, cultivation, or structure inside boundary **Process:** Boundaries patrolled quarterly + demarcated beacons verified annually **Time:** Annual boundary inspection report by 31 Dec **Coverage:** Coverage of 100% of UWA Estate boundary lines **Cost:** Within approved budget limits	Community neighbouring the PAs	Deployment of Ranger force in the PAs	Ranger Patrols	Vehicles, drones, allowances	UWA staff	Commissioner Field Operations

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		# of boundary disputes resolved	**Quantity:** 100% of reported boundary disputes resolved annually **Time:** Disputes resolved within 90 days of reporting **Process:** Resolution through dialogue, survey, mediation + legal documentation **Quality:** Resolution verified by surveyor + signed agreement with community/LG **Accessibility:** Dispute register updated + accessible to PA staff + HQ **Cost:** Within approved budget limits						
	Output 2f.1: Newly acquired and upgraded wildlife Protected areas fully operational	# Of newly acquired and upgraded wildlife protected areas gazetted	**Quantity:** 100% of newly acquired + upgraded wildlife PAs gazetted annually **Quality:** "Gazetted" = legal instrument signed, published in Gazette + boundary coordinates registered **Process:** Gazettement process follows Wildlife Act + MLHUD procedures **Time:** Gazette notice issued within 12 months of acquisition/upgrade approval **Cost:** Within approved budget limits	MTWA and UWA Management and Ministry of land and survey	Free	Stakeholder consultation and participation	Human Resource, Finance	Stakeholder, UWA Staff and consultant	Minister; UWA BoT, ED; Parliament

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		# Of newly acquired and upgraded wildlife protected areas with approved GMPs	**Quantity:** 100% of newly acquired + upgraded PAs have approved General Management Plan within 24 months **Quality:** GMP approved by Board + meets IUCN/PA management planning standards **Process:** GMP developed with stakeholder consultation + EIA + zoning **Time:** GMP approval date tracked + implementation starts within 3 months **Cost:** Within approved budget limits	UWA Management and stakeholders especially the communities from frontline districts.	N/A	Engagement with stakeholders	Human Resources, Finance,	Upon request for copy	UWA BoT, ED, CFO, Chief Warden
		# Of newly acquired and upgraded wildlife protected areas with functional governance and administrative structures and facilities	**Quality:** PAs have functional governance + admin structures/ facilities, equipment **Quantity:** 100% of new/upgraded PAs operational within 18 months of gazettement **Process:** Structures/facilities built per approved designs + asset register updated **Time:** Functionality verified quarterly by regional/WCA office **Coverage:** Coverage of 100% of new/upgraded Pas **Cost:** Within approved budget limits	Ecosystem, UWA Management, Communities and Nature based stakeholders	Memo to UWA Top management for staff deployment	Resolution by the UWA BoT	Human Resource, Vehicles, and funded budgets	N/A	UWA BoT, ED, CFO, Chief Warden

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Output 2g.1: National Plan for wildlife outside protected areas operationalized.	% Of interventions within NPWOPA implemented	**Quantity:** ≥80% of NPWOPA interventions implemented annually **Process:** Implementation tracked via quarterly progress reports per intervention **Time:** Annual implementation scorecard published by 31 Jan **Coverage:** 100% of mapped wildlife hotspots covered by interventions **Cost:** Within approved budget limits	District Local Governments, MWE, NEMA, Police	Telephone call	Mapping, wildlife census outside PAs	Fixed winged plans, ground census, facilitated rangers	Not applicable	Commissioner Community Conservation
		NPWOPA reviewed on schedule	**Time:** NPWOPA review completed 1 month ahead of expiry **Process:** Review process starts 6 months before expiry with stakeholder consultation **Quality:** Reviewed NPWOPA approved by Cabinet/MWE **Accessibility:** Draft + final review reports accessible to all Pas **Cost:** Within approved budget limits	District Local Government Planners, NEMA, NPFA, MWE,	Inter-Agency memos	Workshops, field reconnaissance, consultancy	Stakeholder participation	Not applicable	Assistant Commissioner Planning, Commissioner Community Conservation

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		NPWOPA coordination unit operational	**Quality:** Functional NPWOPA Coordination Unit operational at UWA HQ at all times **Quantity:** Unit staffed with ≥3 dedicated officers: Coordinator, M&E, Admin **Process:** Unit holds quarterly coordination meetings + annual workplan **Accessibility:** Unit accessible to all WCAs + partners **Cost:** Within approved budget limits	District Local Government Planners, NEMA, NPFA, MWE,	With or without appointment. (it's a public office)	Open door policy, staff responding to inquiries	Office space	Not applicable	Commissioner Community Conservation
		# Of wildlife habitats, corridors, and dispersal areas outside Protected Areas identified and mapped	**Quantity:** 100% of priority wildlife habitats, corridors & dispersal areas outside PAs mapped in 3 years **Quality:** Maps use GIS/GPS + validated with communities + landowners **Process:** Each PA In-Charge/ Wildlife Office displays public map of surrounding corridors **Accessibility:** Maps posted at PA HQ + district offices + shared digitally **Cost:** Within approved budget limits	District Local Government Planners, NEMA, NPFA, MWE,	Formal letters requesting maps addressed to the in charge / Chief Warden	Request using emailing, WhatsApp message, physical visits to receive map interpretation	GIS specialists for mapping, animal movement data, land use plans at districts	Not applicable	Assistant Commissioner Planning, Commissioner Biodiversity

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		Area (hectares) of wildlife habitats outside protected areas under management	**Quantity:** 50,000 Ha of wildlife habitats outside PAs under management by year 5 **Quality:** "Under management" = conservancy/corridor/buffer zone with approved plan + functional partner **Process:** Management agreements/MoUs signed with landowners/CBOs **Coverage:** Each mapped wildlife hotspot has functional management program/partner **Cost:** Within approved budget limits	District Local Government Planners, NEMA, NPFA, MWE, Local Communities, Local NGOs	Licenses to conservancy applicants, MoUs with relevant land owners	Stakeholder meetings, land surveys, animal surveys	Stakeholder facilitation, NGO support/ funding,	Not applicable	Commissioner Community Conservation, Chief Wardens
		Percentage of top priority wildlife habitats outside protected areas under management	**Quantity:** ≥70% of KBAs, IPAs, IBAs outside PAs under functional management in 5 years **Quality:** "Functional management" = site has management plan + annual budget + responsible partner **Process:** Priority list updated every 2 years based on biodiversity data **Coverage:** 100% of top priority sites outside PAs assessed for management status **Cost:** Within approved budget limits	District Local Government Planners, NEMA, NPFA, MWE, Local Communities, Local NGOs	Agreements with relevant land owners	Stakeholder meetings, land surveys, animal surveys, Formal engagements with relevant institutions	Workshops, field offices, field staff	Not applicable	Commissioner Community Conservation, Commissioner Biodiversity Management, Commissioner Legal Services. Chief Warden

Focus Area 3: Community Conservation

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
Enhance inclusive and effective community participation in wildlife and habitat management	Strengthened community participation and stewardship in biodiversity conservation	% Of target communities involved in UWA-supported conservation initiatives	**Quantity:** ≥70% of target communities actively participating annually **Accessibility:** Participation disaggregated by gender, age, PWDs **Process:** Participation tracked via attendance registers **Cost:** Within approved budget limits	Communities adjacent to Protected Areas, ethnic minority groups, youth and women groups	Residence in target areas, willingness to participate	Community mobilization, participatory planning, community meetings, awareness sessions	Community conservation staff, transport, IEC materials, funding	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		% Improvement in community attitudes toward wildlife conservation	**Quality:** ≥20% positive improvement per project cycle **Process:** Measured through standardized perception surveys **Time:** Baseline + endline surveys conducted **Cost:** Within approved budget limits	Communities adjacent to Protected Areas, ethnic minority groups, youth and women groups	Participation in awareness programs, residence in target areas	KAP surveys, community dialogues, BCC campaigns, local media, engagement of cultural leaders	Survey tools, trained staff, IEC/BCC materials, transport, funding	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		# Of functional community conservation groups/structures established or strengthened	**Quantity:** ≥30 functional groups/structures established/strengthened annually **Quality:** "Functional" = meets quarterly, keeps records, implements plan **Process:** Groups trained annually **Cost:** Within approved budget limits	Communities adjacent to Protected Areas, youth, women, ethnic minority groups	Willingness to participate, commitment to group objectives	Community mobilization, group formation, capacity building, mentorship, development of action plans	Trained facilitators, training materials, transport, funding, M&E tools	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Conservation education and awareness programs implemented.	Conservation education and awareness strategy	**Quality:** Comprehensive CEA Strategy reviewed every 5 years **Process:** Strategy guides all CE programs **Coverage:** Strategy applied in all Pas **Cost:** Within approved budget limits	UWA staff, government agencies, conservation partners, communities (indirect)	Participation in consultative process, technical input provided	Stakeholder consultations, workshops, situational analysis, drafting and validation, dissemination	Technical experts, facilitation funds, data collection tools, documentation resources	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		# Of CE programs developed and implemented.	**Quantity:** ≥8 standardized CE programs developed & implemented annually **Process:** Programs aligned to priority themes & target audiences **Accessibility:** Programs delivered in local languages **Cost:** Within approved budget limits	Schools, communities, youth and women, local leaders	Inclusion in CE plans, relevance to audience, willingness to participate	Needs assessment, curriculum development, pilot testing, workshops, school outreach, media campaigns	CE specialists, IEC materials, transport, funding, M&E systems	Minimal fees where applicable (e.g., school program materials)	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		% Of target communities reached with conservation education and awareness campaigns.	**Quantity:** ≥80% of target communities reached annually **Process:** Reach tracked through structured CE programs **Time:** Quarterly reporting Cost: Within approved budget limits	Communities adjacent to Protected Areas, ethnic minority groups, schools	Residence in target areas, willingness to participate	Community meetings, school visits, mobile van outreach, radio/ TV campaigns	IEC materials, transport, staff, funding	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Research, education and public awareness in Ex-situ wildlife management strengthened	# of CE, research or training programs delivered through ex-situ facilities.	Quantity: ≥12 programs delivered annually per ex-situ facility Quality: Programs meet curriculum standards Accessibility: Programs accessible to schools + communities Cost: Within approved budget limits	Researchers, students, general public	Booking or application, adherence to facility guidelines	Guided tours, workshops, training, research hosting	Trained staff, facility resources, training materials, transport, operational funds	Standard program fees or research fees	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		# Of research studies conducted	Quantity: ≥4 research studies conducted annually per conservation region Quality: Studies aligned to approved UWA research priorities + ethical clearance Process: Studies designed with PA staff + disseminated post-completion Time: Studies completed within 12 months of start Cost: Within approved budget limits	Universities, researchers, UWA staff	Approved research proposal, research permit	Proposal review, field research, collaboration, dissemination of findings	Research staff, field equipment, transport, research funding	Research fees where applicable	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Positive behaviour changes and community stewardship for conservation enhanced.	% Improvement in community knowledge, attitude and practices towards conservation. (KAP Survey)	Quality: ≥25% improvement in KAP scores per project cycle Process: Baseline + endline KAP surveys using standardized tool Coverage: 100% of target communities surveyed Cost: Within approved budget limits	Communities adjacent to Protected Areas, youth, women, ethnic minority groups	Inclusion in survey sample, willingness to participate	Baseline/ end line KAP surveys, household interviews, FGDs, feedback sessions	Survey tools, trained staff, transport, funding, IEC materials	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		# Of community conservation actions adopted.	Quantity: ≥60% of sensitized households adopt ≥1 conservation action annually Process: Adoption verified through household surveys Time: Annual measurement Cost: Within approved budget limits	Communities adjacent to Protected Areas, local farmer groups	Participation in awareness programs	Demonstrations, follow-up support, community action planning, monitoring visits	Extension staff, demonstration materials, transport, monitoring tools, funding	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Institutional collaboration with local governments, CSOs, and cultural institutions formalized and operational.	# Of formal partnership agreements signed	Quantity: ≥4 formal partnership agreements signed annually per region Process: Partners = LGs, CSOs, cultural institutions. Agreements via MoU/MoA Quality: Agreements include clear roles, budget, M&E plan Coverage: Agreements support community conservation + awareness initiatives Cost: Within approved budget limits	Local governments, CSOs, cultural institutions, communities	Alignment with conservation objectives, legal recognition, commitment to collaboration	Stakeholder engagement, negotiation, MoU/Agreement development, joint planning	Partnership staff, legal/ technical support, facilitation funds, transport, documentation	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		# Of joint programmes or projects designed and implemented	Quantity: ≥10 joint conservation programmes/ projects designed & implemented annually per region Process: Co-designed with LGs, CSOs, cultural institutions through planning workshops Time: Projects implemented within FY + annual progress reports Accessibility: Project reports accessible to communities + partners Cost: Within approved budget limits	Local governments, CSOs, cultural institutions, communities	Formal collaboration, alignment with conservation priorities, partner capacity	Joint planning workshops, project proposal development, collaborative implementation, community engagement, monitoring	Staff, funding, transport, coordination tools, M&E systems	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	engagement of local partners strengthened for Wildlife and community conservation	# of stakeholders trained	Quantity: ≥150 LG officials, CSO staff & cultural leaders trained annually per region Quality: Training covers wildlife conservation, community engagement, conflict mitigation Process: Training uses approved curriculum + post-training assessment ≥70% pass Time: Training conducted annually; records updated by 31 Dec Cost: Within approved budget limits	Local government officials, CSO staff, cultural leaders, community facilitators	Nomination or selection by relevant institutions, willingness to participate	Needs assessment, training module development, workshops, practical sessions, mentorship, pre/post-training assessments	Trainers, training materials, venues, transport, funding, M&E tools	Training fees minimal or covered by UWA	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA
		# of community-based conservation initiatives implemented	Quantity: ≥10 joint community-based conservation initiatives implemented annually per region Quality: Initiatives co-designed with cultural institutions/CSOs + integrate documented indigenous knowledge Process: Initiatives implemented jointly; M&E done with communities Coverage: Initiatives spread across ≥5 parishes per region Cost: Within approved budget limits	Communities adjacent to Protected Areas, cultural institutions, CSOs, ethnic minority groups, youth, women	Formal collaboration in place, community willingness to participate, alignment with priorities	Co-design workshops, participatory implementation, cultural events, storytelling, joint media campaigns, documentation of indigenous knowledge, monitoring	Staff, facilitation funds, transport, IEC materials, documentation tools, M&E systems	None	ED, Commissioner Community Conservation and Ex-situ, CW, ACCEA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
Enhance inclusive and effective community participation in wildlife and habitat management	Innovative and improved HWC mechanism identified and operationalized	Response time to HWC incidents	Time: HWC responded to within 24 hours Time: Damage assessment within 72 hours, verification within 30 days Quality: Qual: 100% of verified claims documented Cost: Within approved budget limits	Any person affected by HWC Communities adjacent to Pas	All reported incidences	Incidence reported, mobiles teams and dispatch	Means of Transport (Vehicles and Motorcycles) Capture equipment (Snake Tongs, Animal Crates, First Aid kit for snake bites, Protective goggles, Animal capture traps, Ropes for crocodile capture, Crocodile snare wires) PACU team Funding IEC Material Communication equipment	Free	ED, Commissioner Community Conservation and Ex-situ, CW, AC. HWC
	HWC mitigation infrastructure (electric fences, trenches, barriers) installed and maintained	% Functionality of wildlife barriers/ fences	Quality: ≥90% functionality of all barriers Process: Barriers inspected monthly, repairs within 48-72 hours Quantity: 500 km maintained by year 5 Cost: Within approved budget limits	Communities along PA boundaries and wildlife corridors	Identified HWC hotspot areas and high-risk boundaries	Installation of fences, trenches, beehive fences Routine inspection and maintenance Rapid response repair teams Community reporting mechanisms	Technical staff, rangers, fence materials, tools, vehicles, fuel, maintenance funds	Free (community support encouraged)	CCCES, HWC Division, Engineering Unit, Conservation Area Management

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
	Timely assessment, verification and compensation of HWC-related damages	Time taken for damage assessment	Time: Damage assessment conducted within 72 hours of incident report Process: Assessment done by trained UWA/LG officer using standardized form Quality: Assessment includes photos, GPS, witness statements Accessibility: Assessment report accessible to claimant within 7 days Cost: Within approved budget limits	Communities along PA boundaries and wildlife corridors	Identified HWC hotspot areas and high-risk boundaries	Rapid response repair teams, Community reporting mechanisms	Technical staff, Rangers, Vehicles, Fuel, Funds	Free (community support encouraged)	CCCES, HWC Division, Engineering Unit, Conservation Area Management
		Time taken to process compensation	Time: Compensation processed within 30 days of verified claim Process: Processing follows compensation guidelines + approval workflow Quality: Payment made via mobile money/bank transfer with receipt Time: Total cycle: incident - payment ≤ 2 months Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		% of verified claims processed	Quantity: 100% of verified claims processed within 30 days Quality: "Verified" = meets eligibility criteria per regulations Process: Claims tracked in HWC database with status updates Accessibility: Claim status accessible to claimant via SMS/office Cost: Within approved budget limits						
		Community satisfaction levels with compensation	Quality: Community satisfaction assessed via periodic surveys Quantity: ≥75% of claimants report satisfaction with process + timeliness Process: Survey conducted 3 months after payment using standard tool Time: Satisfaction survey done annually per WCA Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		Response time to HWC incidents	Time: Response to incidents within 24 hours of report Process: Response by UWA/LG rapid response team with incident log Quality: “Response” = physical presence + immediate mitigation action Coverage: 100% of reported incidents responded to Cost: Within approved budget limits						
		% of verified cases documented	Quantity: 100% of verified HWC cases documented in UWA database Process: Documentation includes incident form, assessment, verification, payment proof Quality: Data complete, accurate, no missing fields Accessibility: Database accessible to PA staff + MWE for reporting Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
Implement benefit sharing and livelihood support programs	Transparent and compliant revenue-sharing programme delivering equitable benefits to adjacent communities	Amount of revenue shared with communities	Time: Revenue declared to DLG by 30 Aug each FY Quantity: 20% of gate collection shared Quantity: 100% of funded projects completed & operational Process: Accountability submitted per regulations Cost: Within approved budget limits	Communities neighbouring PA	Communities neighbouring protected areas	Community meetings to identify the community projects. Bank EFT transfer	Human resources Allowances	Not applicable	ED
		Number of community projects funded through the revenue-sharing programme per FY	Quantity: 100% of eligible communities supported to identify 1 project per FY Process: Project identification starts immediately after FY ends, approved by community vote Time: Projects funded + commenced within 6 months of FY end Coverage: All communities adjacent to PAs included Cost: Within approved budget limits	Neighbouring communities	Submission of accountability from previous release	community meetings	Human resources	Not applicable	Chief Warden

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		Percentage of funded projects completed and operational	Quantity: ≥80% of funded revenue-sharing projects completed & operational Process: Joint monitoring by UWA + community + LG quarterly Quality: “Operational” = project functional + delivering intended benefits Time: Completion status assessed annually Cost: Within approved budget limits	Communities and DLG	monitoring reports	project site field visits	Human resources	Not applicable	Chief Warden
		% of revenue-sharing funds accounted for per guidelines	Quantity: 100% of revenue-sharing funds accounted for annually Process: Accountabilities submitted at community, sub-county, district, UWA levels per regulations Quality: Accounts audited + no adverse audit findings Accessibility: Accountability reports accessible to beneficiary communities Cost: Within approved budget limits	The authority	Accountability	monitoring compliance with the regulations	Human resources	Not applicable	Chief Warden

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
		Level of community satisfaction with revenue-sharing interventions	Quality: Community satisfaction level assessed every 2 years Process: Survey uses standardized tool + random sampling of beneficiaries Quantity: Survey covers ≥30% of beneficiary households per community Time: Survey conducted + results shared within 3 months Cost: Within approved budget limits	Communities	Survey/ assessment report	Evaluation	Consultancy	Not applicable	Community benefits division
Regulated and sustainable resource access from protected areas enhanced	Quantity and value of resources accessed from Pas MoUs signed with CRMs	# of MOUs signed for wildlife utilization	Quantity: # of MOUs signed annually based on demand + resource availability Process: Reconnaissance done pre-negotiation to assess resource sustainability + value Quality: MoUs signed only if resource valued + sustainability confirmed Time: MoUs reviewed every 3 years Cost: Within approved budget limits	Community groups neighbouring the park	community meetings field reconnaissance		Transport	Not applicable	Chief Warden

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
Wildlife utilization regulatory frameworks developed and operationalized	Wildlife utilization regulations developed or reviewed Number of wildlife licenses/ permits of Wildlife utilization schemes issued Number of species under regulated utilization with established sustainable off-take quotas Annual species-specific utilization quotas in place	No of wildlife utilisation regulations developed or reviewed number of potential licensees supported to establish the facility Annual wildlife utilisation quota set for the various areas Annual wildlife utilisation quota set for the various areas	Quantity: Regulations developed/reviewed as needed, max 5-year cycle Process: Stakeholder consultations carried out before drafting/review Quality: Regulations aligned to Wildlife Act + international standards Time: Draft to approval within 12 months Cost: Within approved budget limits	Wildlife use right holders Wildlife use rights applicants Management partners of the different areas. Management partners of the different areas.	Regional stakeholder meetings Inspections and Wildlife Use right committee meetings review of various reports and meetings	meetings and inspections	Human resources	Not applicable	Community benefits division
			Quantity: # of potential licensees supported annually based on applications received Process: Support = technical guidance + inspection per regulations Time: Support provided within 60 days of application Quality: Only compliant applicants licensed Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
			Quantity: Annual quotas set for all species/areas with approved utilization Process: Quota set after stakeholder consultations + based on population estimates, past utilization, trophy quality Time: Quotas approved by 31 Oct each year Quality: Procedure follows Wildlife Use Regulations strictly Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
Structured community and private sector engagement operationalized in wildlife utilization schemes	Number of Collaborative wildlife management agreements developed, reviewed and operationalized Number of beneficiary communities directly benefiting from wildlife utilization schemes Amount of revenue generated from wildlife utilization schemes allocated to conservation management and community benefits.	The number of Collaborative wildlife management agreements reviewed. The total number of beneficiaries The amount generated for each stakeholder	Quantity: 100% of collaborative management agreements reviewed every 3 years Process: Review based on roles, expected outcomes, stakeholder perceptions Time: Review reports completed within 2 months of review Accessibility: Review findings shared with agreement parties Cost: Within approved budget limits	Communities, DLG and UWA for conservation purpose	Assess utilization to determine the revenue for each stakeholder	Review of the roles and social survey Analyse financial sport hunting data sheets	Human resources	Not applicable	Community benefits division

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/Service delivery point
			Quantity: Total # of beneficiaries tracked annually per stakeholder group Quantity: Amount generated + revenue distributed tracked per stakeholder annually Process: Revenue distributed strictly per sharing guidelines + timelines Accessibility: Distribution lists posted publicly at community level Cost: Within approved budget limits						
Institutional and stakeholder capacity strengthened for sustainable and compliant wildlife utilization.	community private operators and UWA staff trained in sustainable wildlife utilization and regulations	Number of community private operators and UWA staff trained in sustainable wildlife utilization and regulations	Quantity: All UWA staff + community private operators involved in utilization trained annually Quality: Training covers management + regulation of wildlife utilization Process: Annual training + refresher every 2 years Time: Training completed by 30 Sept each year Cost: Within approved budget limits	UWA field staff involved in the wildlife utilisation activities	Training workshops		Human resources	Not applicable	Community benefits division

Focus Area 4: Tourism and Business Management

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
Diversify, upgrade, and enhance the quality and competitiveness of tourism products to increase visitor satisfaction, length of stay, and revenue generation	Output 4a.1: Integrated tourism marketing and branding strategy developed and operationalized	A UWA Tourism marketing and branding strategy in place	Quality: Approved marketing strategy in place at all times Time: Strategy reviewed annually Process: Strategy guides all marketing activities Cost: Within approved budget limits	private sector (tour operators) Government all Clients	UWA website, UWA Library	Consultant services Meetings with stakeholders meetings with communities Bench marking	Human resource, Equipment, Internet Access, funds, workshops facilities	Free service	ED, CTBD
		Number of marketing campaigns executed	Quantity: Marketing campaigns conducted quarterly Process: Campaigns target priority domestic + international markets Cost: Within approved budget limits	Domestic and international tourists	Awareness campaigns UWA website Participation in the Expos Brochures Tariffs	Media cooperate social responsibility meetings Social media influencers	Funds Human resource internet access logistics	Free service	ED, CTBD, AC. CTBD
		Functionality of Tourism management information system	Quality: Tourism MIS functional 24/7 with ≥98% uptime Quality: UWA website updated 24/7 Accessibility: Accessible to all PA tourism offices Cost: Within approved budget limits	Tourists	UWA website, (online)	TMIS (Tourism management information system)	Consultancy services	Free service	ED, Commissioner Tourism and Business development, Asst Commissioner Tourism and Hospitality, Marketing research

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
	Output 4a.2: Digital marketing platforms strengthened and optimized for tourism promotion	Number of digital marketing programs undertaken	Quantity: 4 digital marketing programs undertaken annually Process: Campaigns run quarterly with nationwide + international reach Coverage: Programs cover all WCAs + key source markets Time: Campaign calendar approved by 31 Jan each year Cost: Within approved budget limits	Tourists (domestic & international), tour operators, investors	Access to digital platforms (website, social media); internet connectivity	Social media campaigns, SEO, email marketing, digital advertising	Marketing budget, ICT tools, content creators, internet	Free access	UWA Tourism Dept. / Marketing Unit
		Percentage increase in brand visibility/ engagement metrics	Quantity: ≥10% annual growth in brand visibility metrics Quality: Metrics = media reach, impressions, engagement rates Process: Metrics tracked quarterly via analytics tools Time: Annual brand audit conducted by 31 March Cost: Within approved budget limits	Tourists, travel agents, global audience	Active engagement on platforms (likes, shares, comments)	Data analytics, targeted ads, influencer partnerships	Analytics tools, content teams, digital platforms	Free access	Tourism and Marketing, & ICT Unit

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Functionality of the UWA website	Quality: UWA website 99.5% uptime, updated 24/7 Quantity: ≥10% annual growth in website traffic/engagement Process: Content updates + security patches done monthly Accessibility: Website accessible globally, mobile-friendly Cost: Within approved budget limits	Tourists, researchers, investors	Access to official tourism website	Website optimization, SEO, regular content updates	Website infrastructure, IT staff, hosting services	Free access	ICT Unit
		Number of data-driven digital marketing campaigns implemented annually.	Quantity: ≥4 data-driven digital marketing campaigns implemented annually Process: Campaigns based on audience analytics + performance data Time: Each campaign has pre/post evaluation report Coverage: Campaigns target ≥2 priority markets annually Cost: Within approved budget limits	Specific tourist segments, travel planners	Availability of user data and analytics insights	Use of analytics tools to design targeted campaigns	Data systems, campaign tools, skilled personnel	Free access	Marketing Unit

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Customer satisfaction rating for digital platforms (%).	Quality: ≥85% of customers rank UWA digital services positively Process: Satisfaction surveys conducted quarterly on website + social media Accessibility: Feedback mechanism accessible online 24/7 Time: Survey results analyzed + action plan within 1 month Cost: Within approved budget limits	All digital platform users	Feedback submission (surveys, online forms)	Online surveys, feedback tools, service improvements	Survey tools, customer service team	Free	Customer Care and reservations / ICT
	Output 4a.2: Market intelligence and institutional capacity for tourism marketing strengthened	Number of tourism market research studies conducted	Quantity: ≥4 tourism market research studies conducted annually Quality: Studies use standardized methods + evidence-based analysis Process: Quarterly research reports produced + validated Accessibility: Reports accessible to PA staff + tourism partners Cost: Within approved budget limits	Policy makers, investors, planners	Request or participation in research processes	Field surveys, data collection, analysis, reporting	Researchers, funding, data tools	Usually free (internal), consultancy may apply	Research & Planning Unit

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		# Of tourism performance assessment reports produced and disseminated	Quantity: 4 tourism performance assessment reports produced annually Time: Reports disseminated within 1 month of publication Process: Dissemination via email, website, stakeholder workshops Coverage: Reports cover all WCAs + product lines Cost: Within approved budget limits	Government, stakeholders, development partners	Stakeholder engagement or request	Data compilation, analysis, report writing, dissemination	Data systems, analysts, publishing tools	Free access	Planning / Tourism (market research) Dept.
		# Of staff and tourism stakeholders trained	Quantity: ≥2 trainings annually per WCA on tourism marketing, digital analytics, customer engagement Quality: Training uses approved curriculum + ≥70% post-test pass Process: Trainings delivered by certified trainers Time: Training records updated by 31 Dec Cost: Within approved budget limits	UWA staff, private sector, community stakeholders	Nomination or selection for training	Workshops, seminars, practical training sessions	Trainers, training materials, venues, funds	Usually free / sometimes co-funded	HR / Tourism Department

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Functionality of a tourism data analytics dashboard	Quality: Dashboard 99% uptime, 24/7 functional, real-time tourist data Process: Dashboard updated daily from booking + gate systems Accessibility: Dashboard accessible to UWA management + tourism partners Time: System audit done annually Cost: Within approved budget limits	Tourists, Management, planners, marketing teams	Authorized access/login credentials	System development, integration of data sources, maintenance	ICT infrastructure, software, developers	Free (internal use)	ICT / Planning Unit
	Output 4b.1: Tourism infrastructure identified and improved.	# Of existing tourism infrastructure maintained	Quantity: 100% of trails, tracks, roads, bridges, boardwalks, canopy walks, ziplines, ladders maintained annually Process: Routine maintenance quarterly + major rehab every 5 years Quality: New/repaired infrastructure meets safety + environmental standards Time: Maintenance schedule approved by 31 Jan Cost: Within approved budget limits	Tourists, researchers, park staff	Access to protected areas; payment of park entry fees	Inspection, repair works, routine maintenance plans	Maintenance budget, engineers, tools, materials	Park entry fees	Maintenance and Engineering services unit& Conservation Units / Park Management

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		# Of existing tourism facilities maintained (resting shades, toilets, VICs, Gates, boats, buses, ferry	Quantity: 100% of resting shades, toilets, VICs, gates, boats, buses, ferries maintained annually Process: Routine servicing quarterly + major overhaul every 5 years Quality: Facilities meet health, safety + accessibility standards Time: Maintenance plan implemented per FY Cost: Within approved budget limits	Tourists, tour operators	Access to facilities within PAs	Scheduled maintenance, cleaning, repairs	Facility staff, cleaning materials, maintenance funds	Included in park fees	UWA Tourism & Operations Units
		# Of tourism facilities developed	Quantity: Annual targets achieved for new facilities: call centre, VICs, gates, resting shades, picnic sites, offices, cable cars, boats, buses, game drive tracks, Botanic Gardens Quality: Each tourism site to have: call centre, VIC, gate, picnic site Process: Development follows approved designs + EIA standards Time: Projects completed within approved timelines Cost: Within approved budget limits	Tourists, investors, adventure seekers	Access through park permits and fees	Design, construction, environmental assessment, commissioning	Engineers, EIA experts, funds, materials	User fees for activities	maintenance and Engineering services unit / Planning Unit/ tourism dept.

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		# of new tourism infrastructure developed	Quantity: Annual targets achieved for new trails, tracks, roads, bridges, boardwalks, canopy walks, ziplines, ladders, website upgrades, sculptures Quality: New infrastructure meets safety + environmental standards Process: Construction supervised by engineers + community consultation Time: Infrastructure commissioned within FY Cost: Within approved budget limits						
	Output 4c.1: Tourism concession guidelines reviewed and operationalized	% Of concessions compliant with the guidelines and contractual obligations	Quality: ≥85% compliance with guidelines & contractual obligations Process: Compliance monitoring quarterly Time: Guidelines reviewed every 3-5 years Cost: Within approved budget limits	UWA, investors, tourists	Signing of concession agreements	Compliance audits, inspections, reporting	Compliance officers, monitoring tools	N/A	Concessions & Legal Units

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Tourism concession guidelines reviewed	Time: Guidelines updated + approved every 3-5 years Process: Review includes stakeholder consultations + legal review Quality: Updated guidelines approved by UWA Board Accessibility: Approved guidelines accessible to all concessionaires Cost: Within approved budget limits	Investors, UWA management	Stakeholder consultations	Policy review, benchmarking, stakeholder engagement	Policy experts, legal officers, funds	N/A	Legal & planning Unit
		# Of concession agreements reviewed or re-negotiated	Quantity: 100% of concession agreements reviewed once every 2 years Process: Review assesses performance, compliance, market rates Time: Review completed within 6 months of due date Accessibility: Review reports accessible to UWA + concessionaire Cost: Within approved budget limits	UWA, private sector concessionaires, government, tourists	Existing valid concession agreement; due for review/ renewal; compliance with concession guidelines	Legal and technical review of agreements; stakeholder consultations; performance assessments; renegotiation meetings	Legal expertise, technical staff, policy guidelines, funding for consultations	Administrative/ legal costs may be shared depending on agreement terms	Concessions, Legal Department, Tourism Department

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		# Of new Quality of concession agreements signed	Quantity: New concession agreements signed annually based on demand Quality: Agreements meet quality, sustainability, cost-effectiveness standards Process: Agreements arrived through negotiation + completed within set timelines Coverage: Coverage across all priority tourism areas + accessible to qualified investors Cost: Within approved budget limits	Private investors, UWA, local communities, tourists	Approved investment proposal; compliance with environmental, financial, and tourism regulations; competitive procurement process	Investment promotion; bid solicitation and evaluation; negotiations; contract drafting and signing	Investment promotion resources, legal support, evaluation committees, technical experts	Investment costs borne by concessionaires; concession fees payable as per agreement	Concessions & Investment Unit, UWA HQ, Procurement

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		% Of the newly signed concession agreements operationalized on time	Quantity: 100% of signed agreements operationalized within agreed timelines Process: Operationalization tracked monthly by concessions team Time: Timelines defined in each agreement Accessibility: Status updates accessible to UWA management Cost: Within approved budget limits	UWA, investors, local communities, tourists	Signed concession agreement; fulfilment of pre-operational requirements (permits, financing, approvals)	Monitoring and evaluation; progress reporting; technical support to investors; enforcement of contract terms	Monitoring tools, technical staff, reporting systems, coordination mechanisms	Investment implementation costs borne by concessionaires	Concessions & Investment Unit, Monitoring & Evaluation Unit, PA Management
	Output 4c.2: Institutional capacity strengthened for effective concession negotiation and management	# Of staff trained in concession negotiation in contract management	Quantity: ≥2-3 trainings annually for staff involved in concessions Quality: Training covers negotiation, contract management, compliance monitoring Process: Training delivered by legal/ procurement experts Time: Training completed by 30 Sept each year Cost: Within approved budget limits	UWA staff	Selection/ nomination for training	Workshops, seminars, professional training	Trainers, funds, materials	Free / institution-funded	HR & Concessions Units

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Standardized contract management tools developed	Quality: Standardized contract management tools developed + adopted Process: Tools include templates, checklists, tracking sheets Time: Tools rolled out + staff trained within 6 months of development Accessibility: Tools accessible on UWA intranet + used by all WCAs Cost: Within approved budget limits	UWA staff, management	Internal access	Development of templates, systems, guidelines	ICT tools, legal experts	N/A	Legal / ICT Units
		Annual concession revenue growth rate (%)	Quantity: ≥10% annual revenue growth Cost: Within approved budget limits Time: Revenue reported quarterly	UWA, Government	Revenue collection systems	Financial tracking, reporting, audits	finance systems, analysts	Concession fees	Finance department & Concessions Units

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		% Of agreed investment obligations fulfilled by concessionaires	Quantity: ≥85% compliance with investment obligations annually Process: Compliance verified quarterly through site inspections + financial audits Quality: "Fulfilled" = capital invested, facilities built, jobs created per agreement Time: Annual compliance report by 31 March Cost: Within approved budget limits	UWA, investors, tourists	Signed concession agreements	Monitoring, inspections, reporting	concessions, finance, compliance tools	N/A	Concessions & Compliance Units
	Output 4d.1: Capacity of community groups strengthened to plan and manage tourism enterprises.	# Of community tourism groups receiving structured capacity building support.	Quantity: 10-15 groups trained per year Quality: ≥80% of trained groups demonstrate improved management Accessibility: Training accessible across all PAs & neighbouring communities Cost: Within approved budget limits	Community tourism groups, local associations, cooperatives, SMEs near Protected Areas	Must be a registered/ organized community group; located within or near a Protected Area; willingness to participate and implement skills gained	Training needs assessment; development of tailored training modules; delivery through workshops, mentorship, and field demonstrations; follow-up support and evaluation	Training funds, facilitators, training materials, venues, transport, coordination staff	Minimal or no financial cost; possible in-kind contribution (venue, time, local materials)	Tourism Department, Community Conservation Unit, Protected Area Management

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		% Of trained community tourism groups demonstrating improved management	Quality: Trained CBT groups maintain quality financial records + meet service standards Quantity: ≥80% of trained groups score ≥70% on post-training assessment Process: Assessment covers bookkeeping, service delivery, customer care Time: Assessment conducted 6 months post-training Cost: Within approved budget limits	Community tourism groups, local associations, SMEs near PAs	Must be registered group within/near Protected Area; willingness to participate	Conduct tailored trainings, workshops, mentorship, and follow-up assessments	Training materials, facilitators, funding, transport, venues	Minimal or no cost (supported by UWA/partners)	Tourism Dept., Community Conservation Wardens, Protected Area Management
	Output 4d.2: Community based tourism products developed, packaged and marketed	# Of community-based tourism products developed and operational. (Lodges, cultural tours, guiding services)	Quantity: 2-4 CBT products developed per PA annually Quantity: ≥10-20% annual increase in income to households Quality: Products meet quality, safety, sustainability standards Cost: Within approved budget limits	Local communities, households, tourism groups	Functional group with viable tourism idea; commitment to sustainability	Product development support, marketing, linkage to tour operators, branding support	Funding, technical expertise, marketing tools, partnerships	Possible co-investment by communities	Tourism Dept., Marketing Unit, Community Conservation Units

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Percentage increase in income generated by community-based tourism initiatives benefiting local households or community institutions.		Local households, community tourism groups, cooperatives, community institutions	Must be a registered CBT group; active participation in tourism activities; willingness to maintain financial records	enterprise support; market linkages; monitoring and evaluation of income performance	Training funds, financial tools, technical staff, monitoring systems	Possible community contribution in kind (labor, local materials) or small membership fees	Tourism Department, Community Conservation Unit, PA Management
		# Of visitors to CBT sites	Quantity: Minimum 10% annual growth in visitor numbers at all CBT sites Quality: Quality visitor experience ensured + affordable access maintained Process: Visitor data captured daily at site registers + digital booking Time: Growth tracked annually, baseline reset every 3 years Cost: Within approved budget limits	Domestic and international tourists, tour operators, local communities	Open to all visitors; compliance with booking procedures where applicable; adherence to site rules	Marketing and promotion of CBT sites; partnerships with tour operators; visitor tracking and data collection systems	Marketing materials, guides, ICT tools, transport, staff	Payment for services (guiding fees, entrance fees, experience fees)	Tourism Department, Marketing Unit, CBT Groups, PA Management

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Revenue generated by CBT enterprises	Quantity: 10-20% steady annual revenue growth per CBT enterprise Quality: Proper financial accountability + transparent systems maintained Process: Revenue reported quarterly by CBT groups to UWA/LG Accessibility: Quarterly financial reports accessible to community members Cost: Within approved budget limits	Community groups, local households, community institutions	Functional CBT enterprise; proper financial management systems in place; participation in tourism activities	Business development support; pricing strategies; financial management training; regular audits and reporting	Financial systems, training resources, staff support, enterprise inputs	Revenue generated from sale of tourism products/ services	Tourism Department, Finance Unit, Community Conservation Unit, CBT Enterprises
	Output 4e.1: New Tourism products and experiences identified, developed and launched	# Of new tourism products or experiences developed in each PA.	Quantity: 1-3 new tourism products/ experiences developed per PA annually Process: Products designed with market research + community input Quality: Products meet safety, authenticity + market demand standards Time: New products launched within FY Cost: Within approved budget limits	Tourists (domestic & international), tour operators, UWA, private sector	Approval of product concept; compliance with environmental and tourism regulations; alignment with PA management plans	Product research and identification; feasibility studies; design and piloting; stakeholder consultations; launch and promotion	Research funds, skilled personnel, equipment, stakeholder support, marketing resources	Possible investment or co-financing by private sector partners	Tourism Development Unit, PA Management, Private Sector Partners

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		# Of products developed and implemented in communities neighbouring PAs.	Quantity: 1-2 community-based products developed & implemented per neighbouring community annually Process: Products co-designed with community + cultural institutions Quality: Products integrate indigenous knowledge + are market-ready Coverage: Coverage across ≥80% of gateway communities Cost: Within approved budget limits	Local communities, households, community groups, tourists	Organized community group; viable tourism concept; willingness to participate; compliance with guidelines	Community engagement; product design and development; capacity building; branding and packaging; linkage to markets	Training resources, funding, technical expertise, community mobilization support	Community contribution in form of labor, land, or local materials	Tourism Department, Community Conservation Unit, Local Governments, NGOs

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		No. staff trained in product development and quality standards	Quantity: 10-20 UWA + partner staff trained annually in product development + quality standards Quality: Training covers design, costing, quality assurance, marketing Process: Training delivered by tourism/ product specialists + ≥70% pass rate Time: Training completed by 30 Sept each year Cost: Within approved budget limits	UWA staff, tourism officers, community facilitators	Staff assigned to tourism/product development roles; approval by management	Training workshops, on-the-job mentoring, exposure visits, skills development programs	Training funds, facilitators, materials, venues, logistics	No direct cost (institution-funded)	Human Resource Unit, Tourism Department, Training Institutions
	Output 4e.2: Visitor infrastructure and facilities developed or upgraded to support tourism experiences	# Of visitor infrastructure projects developed	Quantity: 1-2 visitor infrastructure projects developed per PA annually Quality: Projects = trails, boardwalks, hides, viewpoints, etc. meeting safety standards Process: Projects prioritized via visitor feedback + carrying capacity studies Time: Projects completed within approved timelines Cost: Within approved budget limits	Tourists (domestic & international), tour operators, park staff	Open access to all visitors upon payment of park entry fees; adherence to park regulations	Infrastructure planning, design, procurement, construction, supervision, and maintenance	Capital development funds, contractors, construction materials, technical staff	Park entry fees and service charges contribute to maintenance	Maintenance & Engineering unit, Tourism Department, PA Management

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Visitor satisfaction and rating for facilities and infrastructure (%)	Quality: Visitor satisfaction survey conducted for every visitor on cleanliness, safety, usability Quantity: ≥85% of visitors rate facilities/ infrastructure as “satisfied” or above Process: Survey done at exit points + online, analyzed quarterly Accessibility: Survey tool accessible + results shared with PA staff Cost: Within approved budget limits	Tourists, tour operators	Open to all visitors; participation in feedback surveys (voluntary)	Visitor surveys, feedback tools, service quality assessments, regular maintenance and upgrades	Survey tools, ICT systems, staff, maintenance funds	No direct fee (covered within park experience fees)	Tourism Department, Monitoring & Evaluation Unit, PA Management
		# Of PAs with operational visitor management systems	Quantity: 100% of major PAs equipped with functional visitor management systems Quality: “Functional” = system tracks entry, revenue, feedback in real-time Process: Systems reviewed + maintained quarterly Accessibility: System data accessible to WCA + HQ tourism team Cost: Within approved budget limits	Tourists, UWA staff, park management	Visitors must comply with booking, entry, and park regulations	Installation of booking systems, ticketing systems, visitor tracking tools; staff training and system maintenance	ICT infrastructure, software systems, training resources, technical staff	Included in park entry and booking fees	ICT Unit, Tourism Department, PA Management

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard, (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
	Output 4e.3: Land outside PAs developed.	# Of commercial facilities constructed.	Quantity: 1-3 commercial facilities constructed outside/ within designated zones annually Process: Facilities = shops, restaurants, lodges, craft centers per zoning plan Quality: Construction meets EIA, safety + architectural standards Time: Facilities completed within FY budget Cost: Within approved budget limits	Private investors, local communities, tourists	Approved investment proposal; compliance with land use, environmental and tourism regulations	Investment promotion, licensing, PPP arrangements, supervision of construction	Land, capital investment, policy support, technical guidance	Fully funded by investors or through PPP arrangements	Finance unit, legal unit, Local Governments
		# Of occupied commercial facilities.	Quantity: ≥70% occupancy rate of commercial facilities annually Process: Occupancy tracked monthly via lease + rental agreements Quality: Occupied facilities actively generating revenue + compliant Time: Occupancy report produced quarterly Cost: Within approved budget limits	Tourists, investors, local communities	Functional and licensed facility; compliance with operational standards	Marketing and promotion, monitoring occupancy levels, supporting investors with market linkages	Marketing resources, operational staff, management systems	Revenue generated from accommodation/ services	Tourism Department, Private Sector, PA Management. Organise for me this table to paste it in word

Focus Area 5: Governance and Capacity Development

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
Strengthen institutional governance, leadership, and organizational capacity to enhance accountability, effectiveness, and sustainable delivery of UWA's mandate.	Workforce capacity and skills strengthened	% Of staff completing competency-based training annually	Quantity: ≥70% of staff trained annually Time: New staff inducted within 30 days Process: Training committee approves all trainings Cost: Within approved budget limits	All staff of UWA All new staff	By application By nomination	Admissions to training institutions Workshops, On job training, Secondment to partner institutions, Workshops	Financial resource Training personnel UWA Training academy	Free	ED, HRD
		# of critical positions filled by qualified staff	Quantity: Approved staff establishment filled at 100% Time: Recruitment requests handled within 45 working days Process: Annual recruitment plan approved & implemented Cost: Within approved budget limits	All UWA staff General Public	To be approved by MoPs UWA Staff and general public Approval by TMM and BoT	Submission of structural review proposals to public service for review and approval Internal and external adverts Consultation with departments and BoT approval Interviews Approval by Top Management and the UWA Board of Trustees	Financial resources Human Resource	Provided by UWA	HRD

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
		Gender equity ratio (and diversity index across the workforce)	Quality: Safe & inclusive work environment, zero tolerance to harassment Quantity: Workforce composition: 70% male, 30% female target Process: Equal opportunity policy implemented Cost: Within approved budget limits	UWA work force	Open and transparent recruitment free from gender discrimination Affirmative action may apply to women in underrepresented roles e.g Rangers, Policy development	Interviews and selection, Promotions, Trainings, Secondments, Workshops	Financial resources, Performance assessments	Provided by UWA	HRD
Succession planning and talent management systems institutionalized	talent management strengthened	% Of key positions with approved succession plans	Quality: Succession plan for key positions in place at all times Process: Plans reviewed annually Time: Updated before retirement/transfer Cost: Within approved budget limits	UWA work force	Classified	Consultation with departments and BoT approval	ICT equipment, stationery	Free	HRD
		Staff satisfaction index (welfare, occupational health, safety and well-being)	Quality: Annual employee satisfaction survey conducted Process: Exit interviews for all exiting staff before exit Process: Feedback used to improve performance Cost: Within approved budget limits	UWA	Administered by HRD	Oral discussion/ Questionnaire/ satisfaction survey	Financial resources / consultancy fees Stationery	Provided by UWA	HRD

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
Performance-based management framework developed and operationalized	Employee performance managed and enhanced	% of staff with annual performance plans/ agreements	Quantity: 100% of staff with annual performance plans Process: Quarterly reviews + annual assessment Time: Planning before 1st day of performance period Cost: Within approved budget limits	UWA Staff	Administered by supervisors	Online HR system	ICT equipment Internet connection	Provided by UWA	HRD
		All disciplinary cases handled	Time: Disciplinary hearings acknowledged within 3 working days Time: Hearings scheduled within 21 days Time: Grievances responded to within 14 days Cost: Within approved budget limits	UWA Staff	Administered by HRD and the disciplinary Committee To be approved by the BOT	Disciplinary Proceedings	Human Resource Facilitation	N/A	HRD
Strengthen institutional governance, leadership, and organizational capacity to enhance accountability, effectiveness, and sustainable delivery of UWA's mandate.	Financial management policies, procedures and internal controls strengthened	# Of financial management policies, procedures and internal controls reviewed, updated and operationalized % of audits completed with unqualified opinions	Quality: Unqualified audit opinion annually Process: 4 quarterly internal audits completed Time: UWA budget submitted by 15 March annually Cost: Within approved budget limits	UWA management and Development	UWA and its Affiliates	Document review, Audit surveys	Human resources, facilitation, computers and assorted stationery and the documents	N/A	ED, CFA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
	Budgeting, planning and reporting systems enhanced	# Of budgets prepared and approved in alignment with programme-based budgeting and MTF	Quality: UWA BFP submitted by 15th November UWA budget submitted by 15th March Time: UWA BFP submitted by 15 Nov, Budget submitted by 15 Mar, Qtrly Budget Execution Reports by 15th of month after quarter end Quality: Budgets aligned to programme-based budgeting + MTEF + strategic plan Process: Budgets approved by Board + MFPED Accessibility: Approved budgets + execution reports accessible to managers Cost: Within approved budget limits	UWA, MTWA, MoFPED and other stakeholders	Submitted online, As provided by the law	Consultations with HODS zero based budgeting Budget conference	ICT equipment Internet, personnel	Free	ED, CFA

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
Risk-Based Assurance & Advisory: Shift to proactive risk identification, assessing strategic, operational, financial, and compliance risks.	Risk Assessment & Mapping: Identifying and prioritizing risks based on likelihood and impact to create a tailored risk register. Internal Controls & Compliance: Reviewing Internal Financial Controls and regulatory compliance Third-Party Assurance: Reviewing risks associated with vendors, suppliers, and partners	% Of key risks audited per annum Audit engagement completion rates % of planned assurance engagements completed versus scheduled.	Quantity: 100% of key risks identified in risk register audited annually Process: Risk-based audit plan approved by Board Audit Committee Time: Audit completed within FY + report issued within 1 month Quality: Audit follows IIA standards Cost: Within approved budget limits	All CAs	Identify High-Risk Areas Evidence-Based Approach Risk Assessment Actionable Reporting	Risk Universe: A comprehensive listing of all auditees, processes, and systems that could be subject to audit.	Strategic Objectives & Business Plans Risk Registers & Frameworks Management Input & Interviews Governance & Compliance Documents: Previous Audit Reports & Recommendations: Financial & Operational Data:	Free	Internal Audit department

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
			Quantity: ≥95% of planned assurance engagements completed vs scheduled Process: Completion tracked monthly against annual audit plan Time: Variances explained + corrective action within 30 days Accessibility: Completion report accessible to management + Board Cost: Within approved budget limits						
			Quantity: ≥95% of planned assurance engagements completed annually Process: Engagements = internal audits, risk assessments, reviews Time: Annual audit plan delivered by 30 June Coverage: Coverage across all directorates + major Pas Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
Technology Advancement & Data Analytics: Implement advanced audit tools and AI for automated control testing, continuous auditing, and improved data analytics capability.	Actionable Insights & Reporting: Risk Mitigation & Compliance	System Uptime/ Reliability Digital Adoption Rate:	Quality: Core ICT systems ≥99.5% uptime annually Process: Uptime monitored 24/7 with automated alerts Time: Downtime incidents resolved within 4 hours Accessibility: Uptime reports accessible monthly to ICT + management Cost: Within approved budget limits	All CAs	Data Availability & Quality: Storage and Integration:	Data Collection: Data Processing and Storage Interpretation & Application	Predictive & Prescriptive Analytics.	Free	Internal Audit department
			Quantity: ≥80% of UWA staff actively using approved digital systems Quality: “Active use” = login + transactions ≥2x per week Process: Adoption tracked via system analytics quarterly Time: Adoption baseline + targets reviewed annually Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
Strengthening Governance & Stakeholder Trust: Act as a trusted advisor to the board and management, providing actionable insights for improving internal control environments.	Governance Assessment Report: Updated Governance Framework: Stakeholder Engagement Plan (SEP):	Board/Director Effectiveness Score Audit Compliance Percentage: Regulatory Compliance Rate: Risk Mitigation Effectiveness:	Quantity: 4 quarterly internal audits + 1 annual risk assessment conducted Process: Audits/assessments use approved methodology + checklist Time: Reports issued within 3 weeks of fieldwork Accessibility: Reports shared with auditee + Board within 1 month Cost: Within approved budget limits	TMM & Board	Proactive Information Sharing: Stakeholder Identification & Mapping	Conduct a Governance Assessment Identify and Map Stakeholders Align Governance with Strategic Goals	Active Stakeholder Engagement Strategies Governance Frameworks & Accountability Capacity & Cultural Building	Free	Internal Audit department
			Quality: Board/Director effectiveness assessed annually Quantity: ≥80% effectiveness score using Board evaluation tool Process: Evaluation done by independent assessor + covers strategy, oversight, governance Time: Evaluation report + action plan by 31 Dec Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
			Quantity: 100% compliance with internal + external audit recommendations Process: Recommendations tracked in audit tracker with responsible officer + deadline Time: ≥90% of recommendations implemented within agreed timelines Accessibility: Audit tracker accessible to management + Board Cost: Within approved budget limits						
			Quantity: 100% compliance with applicable laws, regulations, policies annually Process: Compliance checked quarterly via compliance checklist + self-assessment Quality: Zero major regulatory sanctions/penalties Time: Annual compliance report submitted by 31 Jan Cost: Within approved budget limits						

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
			Quality: Risk mitigation actions effective in reducing risk exposure Quantity: ≥80% of high risks reduced to moderate/low after mitigation Process: Mitigation tracked quarterly in risk register + tested via audit Time: Risk register updated quarterly Cost: Within approved budget limits						
Operational Efficiency Improvement: Evaluate processes to improve efficiency, reduce operational errors, and ensure optimal use of resources.	Process Redesign Reports: Technology Implementation Roadmap Efficiency Dashboard & KPI Tracking:	Resource & Asset Utilization Cost & Financial Efficiency	Quantity: ≥85% utilization rate of key assets: vehicles, equipment, facilities Quality: Utilization = hours used vs available hours per asset Process: Utilization tracked via logbooks + asset register monthly Time: Utilization report produced quarterly Cost: Within approved budget limits	All CAs	Technology & Automation Adoption; Standard Operating Procedures (SOPs) Key Performance Indicators (KPIs)	Analyse Current Workflows: Set Measurable Metrics: (KPIs) Standardize Processes: (Document best practices)	Labour & Human Resources Operational Budget & Capital Technology & Systems	Free	Internal Audit department

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
			Quantity: Operating cost per output reduced by ≥5% annually Quality: Efficiency = cost/ output vs benchmark + value for money achieved Process: Efficiency analysed quarterly in budget execution reports Accessibility: Analysis accessible to budget holders Cost: Within approved budget limits						
Strategic Alignment: Ensure the audit plan aligns directly with the overall organization's strategic goals, including sustainability and digital transformation	Goal Alignment: Structural Alignment: Cultural Alignment: Resource Allocation:	Resource Allocation: Strategic Outcome KPIs: % of operational KPIs directly linked to a strategic objective.	Quality: Resources allocated based on strategic priorities + performance data Process: Allocation done through programme budgeting + quarterly budget reviews Quantity: ≥90% of budget allocated to strategic priority activities Time: Allocation reviewed + re-aligned quarterly Cost: Within approved budget limits	All CAs	Goal Clarity Frameworks: Dynamic Adaptation:	Define Strategic Intent Align Resources: Monitor and Measure (KPIs) Review and Adjust	Operational Capabilities (Internal Inputs): Environmental & Market Data (External Inputs) Stakeholder Perspectives	Free	Internal Audit department

Strategic Objective	Output/Service description	Key Performance Indicator	Standard (Quantity, Quality, Cost, time, process, accessibility & coverage)	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Who? Responsibility Centre/ Service delivery point
			Quantity: 100% of operational KPIs directly linked to a strategic objective Process: Linkage mapped in M&E framework + verified during planning Quality: Each KPI has clear contribution statement to outcome Accessibility: M&E framework accessible to all staff Cost: Within approved budget limits						

CHAPTER FOUR: MONITORING AND EVALUATION FRAMEWORK OF THE SERVICE DELIVERY STANDARDS

The Uganda Wildlife Authority (UWA) shall systematically monitor, evaluate, report on, and periodically review the implementation of the Service Delivery Standards (SDS) to ensure compliance with service commitments, improve performance, and enhance stakeholder satisfaction. The Monitoring and Evaluation (M&E) Framework provides a structured mechanism for tracking results, identifying gaps, informing decision-making, and promoting continuous improvement in service delivery across all Directorates, Departments, Conservation Areas, and Units.

The M&E Framework is anchored in UWA's performance management system and aligned with national monitoring and evaluation frameworks. It ensures accountability, evidence-based management, and continuous learning in service delivery.

4.1 PURPOSE OF THE M&E FRAMEWORK

The purpose of the Monitoring and Evaluation Framework is to:

- Track compliance with approved Service Delivery Standards across all organizational units.
- Assess the quality, timeliness, accessibility, efficiency, and effectiveness of services delivered.
- Measure stakeholder satisfaction and responsiveness to client needs.
- Identify service delivery gaps, bottlenecks, and areas requiring improvement.
- Strengthen accountability, transparency, and results-based management.
- Support evidence-based decision-making and continuous improvement of services

4.2 RESULTS FRAMEWORK FOR SERVICE DELIVERY STANDARDS

The implementation of the SDS shall be guided by a results chain approach comprising:

- **Inputs:** Human, financial, technical, and infrastructural resources.
- **Processes:** Service delivery procedures, workflows, and operational systems.
- **Outputs:** Services delivered to clients in accordance with defined standards.
- **Outcomes:** Improved service quality, efficiency, responsiveness, and stakeholder satisfaction.
- **Impact:** Enhanced public trust, improved conservation outcomes, and strengthened institutional performance.

This results framework forms the basis for monitoring performance and evaluating achievement of service delivery commitments.

4.3 MONITORING OF SERVICE DELIVERY STANDARDS

Monitoring shall be conducted continuously at all levels of the Authority to ensure adherence to service standards and timely corrective action.

Monitoring shall take place at:

- **Operational Level:** Day-to-day monitoring by staff, supervisors, and managers.
- **Departmental/Directorate Level:** Routine performance reviews, supervision, and compliance checks.
- **Institutional Level:** Coordinated oversight by the Planning, Monitoring and Evaluation (PME) Division and Senior Management.

Monitoring shall focus on:

- Compliance with service delivery standards and procedures.
- Timeliness and quality of services delivered.
- Responsiveness to stakeholder needs.
- Efficiency in service delivery processes.
- Stakeholder satisfaction and feedback trends.

4.4 INDICATORS, TARGETS AND DATA SOURCES

Service delivery performance shall be measured using defined indicators aligned to each service area in the SDS Matrix.

4.4.1 Indicators

Indicators shall include:

- Service turnaround time
- Customer satisfaction levels
- Number of complaints resolved within defined timelines
- Compliance rate with service standards
- Accessibility and coverage of services
- Quality compliance rates

4.4.2 Targets

Annual and quarterly targets shall be defined and integrated into:

- Departmental work plans
- Performance agreements
- Institutional performance contracts

4.4.3 Data Sources

Data for monitoring and evaluation shall be obtained from:

- Service delivery records and registers
- Quarterly and annual performance reports
- Customer feedback systems
- Complaints and grievance handling systems
- Client satisfaction surveys
- Supervisory reports and internal audits
- Digital service platforms (where applicable)

4.5 MONITORING TOOLS AND MECHANISMS

The Authority shall use the following tools to track implementation:

- Service delivery performance indicators and compliance checklists
- Quarterly and annual performance reports
- Client satisfaction surveys
- Complaints and grievance redress mechanisms
- Supervisory visits and field inspections
- Internal audit and compliance reviews
- Management performance review meetings
- Digital reporting and management information systems

Findings from these tools shall inform management decisions and corrective actions.

4.6 CUSTOMER FEEDBACK AND SATISFACTION MEASUREMENT

Customer feedback is a core component of the M&E system.

Feedback shall be collected through:
- Client satisfaction surveys
- Complaints, compliments, and suggestions systems
- Stakeholder engagement forums
- Visitor feedback platforms
- Official communication channels

All feedback shall be systematically analyzed to:
- Identify strengths and weaknesses in service delivery
- Inform corrective actions
- Improve service standards and procedures
- Enhance stakeholder satisfaction

4.7 REPORTING ON SERVICE DELIVERY STANDARDS

Reporting shall be an integral part of the SDS M&E system.

The PME Division shall coordinate the collection, analysis, and dissemination of service delivery performance data.

Reporting Requirements:
- Quarterly performance reports
- Annual Service Delivery Standards Performance Report

The Annual Report shall be submitted within sixty (60) days after the end of each financial year and shall include:
- Level of compliance with service standards
- Key achievements and good practices
- Service delivery challenges and gaps
- Stakeholder feedback and satisfaction levels
- Recommendations for improvement

Findings shall inform management decisions and continuous improvement processes.

4.8 EVALUATION OF SERVICE DELIVERY STANDARDS

Periodic evaluations shall be conducted to assess:
- Relevance of service standards
- Efficiency and effectiveness of service delivery
- Achievement of intended outcomes
- Stakeholder satisfaction and institutional performance

Evaluations shall be undertaken:
- Mid-term (where applicable)
- End-term or every five (5) years
- Or as determined by management needs or policy changes

Evaluation findings shall guide revision and improvement of SDS.

4.9 ROLES AND RESPONSIBILITIES

Implementation of the M&E Framework is a shared responsibility.

4.9.1 Internal Stakeholders

a) Board of Trustees

- Provide oversight and strategic direction
- Approve service delivery policies and standards
- Review performance reports

b) Executive Director

- Ensure implementation of SDS across the Authority
- Provide leadership and accountability
- Enforce corrective actions

c) Directors / Heads of Departments / Area Managers

- Integrate SDS into work plans
- Supervise implementation and compliance
- Report on performance

d) All Staff

- Deliver services according to approved standards
- Participate in monitoring and feedback processes
- Uphold professionalism and accountability

e) PME Division

- Coordinate M&E activities
- Develop indicators and tools
- Prepare performance reports
- Lead evaluations and reviews

4.9.2 External Stakeholders

External stakeholders support implementation through oversight, regulation, partnership, and feedback:

- **Ministry of Tourism, Wildlife and Antiquities:** Policy guidance and sector oversight
- **Office of the Prime Minister:** Government performance monitoring
- **National Planning Authority:** Alignment with national planning frameworks
- **Ministry of Public Service:** Technical guidance on service standards
- **Private Sector & Concessionaires:** Service delivery compliance and visitor experience
- **Local Governments & Communities:** Collaboration and feedback
- **Tour Operators & Travel Agencies:** Market feedback and visitor information
- **Development Partners:** Technical and financial support
- **Visitors & Tourists:** Feedback, compliance, and participation

4.10 REVIEW AND CONTINUOUS IMPROVEMENT

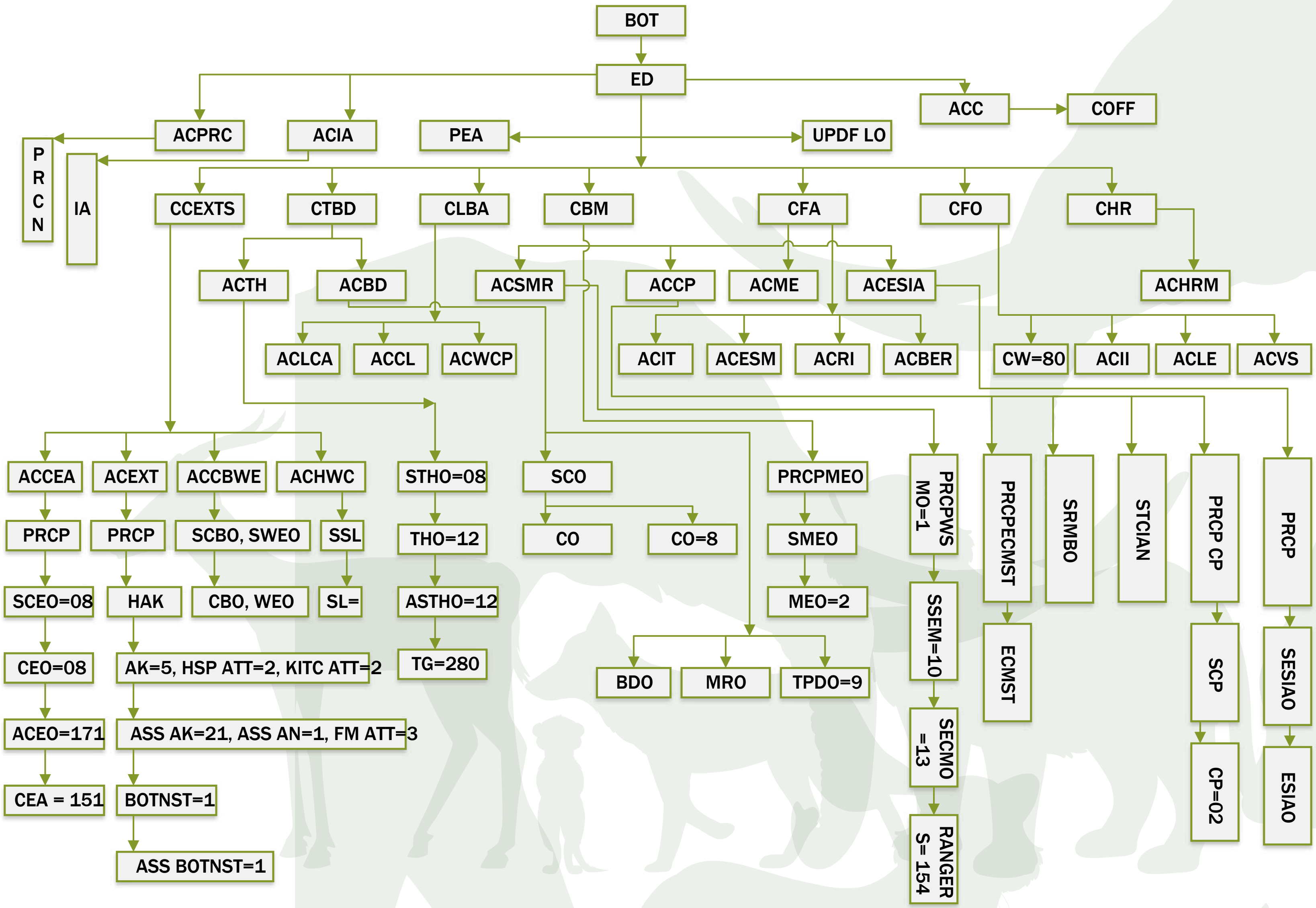
The Service Delivery Standards shall be reviewed every five (5) years or earlier if required due to:

- Changes in policy or legal frameworks
- Findings from monitoring and evaluation
- Stakeholder feedback
- Institutional strategic direction changes

The review process shall ensure:

- Continuous improvement of service delivery
- Alignment with national development priorities
- Strengthening of service commitments and performance standards

ANNEX 1: UGANDA WILDLIFE AUTHORITY ORGANOGRAM



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