



# BMCT STRATEGIC PLAN (2024/25-2028/29)

August, 2024

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## **The Vision**

The biodiversity and ecosystem health of Bwindi Impenetrable National Park (BINP) and Mgahinga Gorilla National Park (MGNP) are conserved in harmony with the development needs of the surrounding communities.

## **The Mission**

To foster the conservation of biodiversity in MGNP and BINP through investment in community development projects, grants for research and ecological monitoring, funding park management and protection, and programs that create greater conservation awareness.

# ACKNOWLEDGEMENT

As we set to a new chapter after thirty years of community empowerment in Bwindi Mgahinga Conservation Area (BMCA), we acknowledge the partners who provided seed capital to fund the BMCT activities namely Global Environmental Facility (GEF) through World Bank, Swarovski through water school project, GVTC, UNDP, IUCN through BIOPAMA project, Uganda government and UWA. The achievements mentioned in the previous strategic plan July 2019-June 2024 and even earlier strategic plans could not have happened without partners.

We appreciate the oversight role by the Trust Management Board (TMB) under the leadership of the Chairman Mr. Mwandha Samuel who executed their roles tirelessly. Further still, we thank the staff of BMCT under the leadership of the Trust Administrator Mr. Tumwesigye Wilberforce.

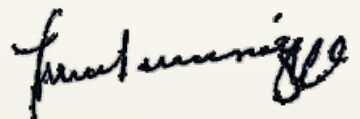
Last but not least, we thank the communities of BMCA and District leadership both political and technical personnel for the support in all interventions of BMCT. Kindly continue with this kind of support.

## APPROVAL

Having presented the strategic plan to the Trust Management Board (TMB) through online meeting dated 2nd August 2024, it was found satisfactory with a clear direction for BMCT in the next five years. The SP 2024/25-/2028/29 is hereby approved.



**Mr. Mwandha Samuel**  
Chairman TMB



**Mr. Tumwesigye Wilberforce**  
Secretary

# A WORD FROM BMCT BOARD OF TRUSTEES CHAIR



**O**n behalf of the Board of Trustees for BMCT and on my own behalf, I appreciate the work of BMCT in contributing towards communities' ability to appreciate the benefits of conserving BINP and MGNP. These two national parks constitute a habitat for the mountain gorillas in Uganda and other species of biodiversity importance such as birds, buffalos and elephants.

The investment to communities around these parks would mean reducing their pressure on park resources by providing alternative sources of livelihoods. BMCT has done a commendable job towards this important objective. However, new challenges have emerged through urbanization which when not addressed may pose threats to the habitat of mountain gorillas and other species.

In the next five years, we shall continue providing supportive supervision to the BMCT secretariat to address the identified challenges summarized in table 2. We also look forward to more collaboration with new partners and donors who will enable BMCT to get more funds to invest in further enhancement of communities.

As a Trust Management Board (TMB) we congratulate the staff of BMCT and partners for coming up with this new strategy for the next five years.

A handwritten signature in black ink, appearing to read 'J. Samuel', written over a white background.

**Mr. Mwandha Samuel**  
**Chairman TMB**

# MESSAGE FROM BMCT TRUST ADMINISTRATOR



**B**MCT has greatly contributed to the empowerment of communities in the radius of two parishes around Bwindi Impenetrable National Park (BINP) and Mgahinga Gorilla National Park (MGNP) since its inception in March 1994. In the previous strategic plan July 2019-June 2024, BMCT activities focused on three focus areas namely;

- a) Support protection and management of BINP & MGNP
  - b) Generate & disseminate knowledge and information on socio-economic and ecological trends within BMCA
  - c) Strengthening the resilience of livelihoods for the improved wellbeing of people in the targeted communities.
- The details of the numbers and figures for the achievements are given in Table 1: (Key BMCT Metrics and Achievements for the 2019-2024 Planning period).

As we look forward in the next five years, the focus of BMCT is going to be guided by the new emerging challenges as summarized in Table 1: (Current BMCT Challenges). BMCT is well set through the theory of change to invest the available resources in addressing the identified challenges with anticipation of four major outcomes;

- a) Enhanced community livelihoods
- b) Sustainable utilization of environmental & natural resources
- c) Reduced human-wildlife conflicts
- d) Effective and efficient BMCT Secretariat.

In effect, the highlighted outcomes will contribute to the communities around BINP and MGNP in appreciating tangible benefits from conservation.

These compelling outcomes require more funds than what BMCT has, as the secretariat we shall leverage on our past achievements and collaborations to intensify our resource mobilization strategies. Part of institutional effectiveness and sustainability will be defined by more funds generated through having long-term donors who share the passion for BMCT's vision and mission.

A handwritten signature in black ink, appearing to read 'Tumwesigye Wilberforce'.

**Tumwesigye Wilberforce**  
Trust Administrator

# LIST OF ACROYSMS

Acronym	Meaning
BINP	Bwindi Impenetrable National Park
BIOPAMA	Biodiversity and Protected Areas Management
BMCA	Bwindi Mgahinga Conservation Area
BMCT	Bwindi Mgahinga Conservation Trust
CBEs	Community Based Enterprises
CBI	Community Based Initiative
CBTEs	Community Based Tourism Enterprises
CODAB	Conservation, Development and Business
CSA	Climate Smart Agriculture
DLGs	District Local Governments
DPs	Development Partners
GPS	Global Positioning System
HuGo	Human Gorilla Conflict Management group
HWCs	Human-Wildlife Conflicts
ICD	Integrated Conservation and Development
ICDP	Integrated Conservation and Development Program
IGCP	International Gorilla Conservation Programme
ITFC	Institute of Tropical Forest Conservation
IUCN	International Union for Conservation of Nature
LTO	Long-Term Outcome
M & E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MBIFCT	Bwindi Impenetrable Forest Conservation Trust
MDA	Ministries, Departments & Authorities
MGNP	Mgahinga Gorilla National Park
MLHUD	Ministry of Lands, Housing and Urban Development
MoU	Memorandum of Understanding
MSMEs	Micro Small and Medium Enterprises
MTWA	Ministry of Tourism, Wildlife and Antiquities
MUST	Mbarara University of Science and Technology
MWE	Ministry of Water and Environment
NDP	National Development Plan
NFA	National Forestry Authority
OBDU	Organization for Batwa Development
PPE	Personal Protective Equipment



<b>PROBICOU</b>	Pro-Biodiversity Conservation Uganda
<b>SACCO</b>	Savings and Credit Cooperative Organization
<b>SDGs</b>	Sustainable Development Goals
<b>SSB</b>	Small-Scale Business
<b>TAU</b>	Trust Administration Unit
<b>ToC</b>	Theory of Change
<b>UCOTA</b>	Uganda Community Tourism Association
<b>UNDP</b>	United Nations Development Programme
<b>UTB</b>	Uganda Tourism Board
<b>UWA</b>	Uganda Wildlife Authority
<b>VLSA</b>	Village Level Savings Associations
<b>VSLA</b>	Village Savings and Loan Association



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# 1.0 INTRODUCTION AND BACKGROUND

## 1.1 Background

Bwindi Mgahinga Conservation Trust (BMCT) is a registered trust established in 1994 under Cap. 165 of the Trustees Incorporation Act to support conservation activities of the Bwindi Mgahinga Conservation Area (BMCA). It was initially known as the Mgahinga and Bwindi Impenetrable Forest Conservation Trust (MBIFCT) and later the Bwindi Mgahinga Conservation Trust (BMCT). The Trust was established to work in the 1st and 2nd frontier parishes out of the 56 parishes) neighboring the Bwindi Impenetrable Forest NP (BINP) and Mgahinga Gorilla National Park (MGNP). These included parishes across three districts of Kabale (now Rubanda), Kisoro and Kanungu. It has become a leader in Integrated Conservation and Development (ICD) in Uganda, with over 400 projects targeted to assist communities around the BMCA. The Trust works directly with both Government and Non-Government Organisations in executing her conservation support activities in the BMCA landscape. These activities are implemented through projects aimed at providing long-term, reliable support for neighboring communities, promoting research on conservation of biological diversity and sustainable use of natural resources in its area of operation.

Over the last three decades of the BMCT existence, it has invested in community development projects, grants for research and ecological monitoring, funding park management, protection and programs that create greater conservation awareness within communities. The main source of funding for these projects has been through proceeds of the Trust Fund, rental income as well as grants from partnerships with other conservation agencies. These

projects are spread throughout the different strategic planning periods of the Trust. However, the expiry of the BMCT Strategic Plan (July 2019 to June 2024) and the contextual changes (internal and external) in line of the 30 years of BMCT operation necessitate performance review and strategic repositioning of BMCT. The resultant new strategic road map ensures BMCT's relevance and sustainability in the contemporary context.

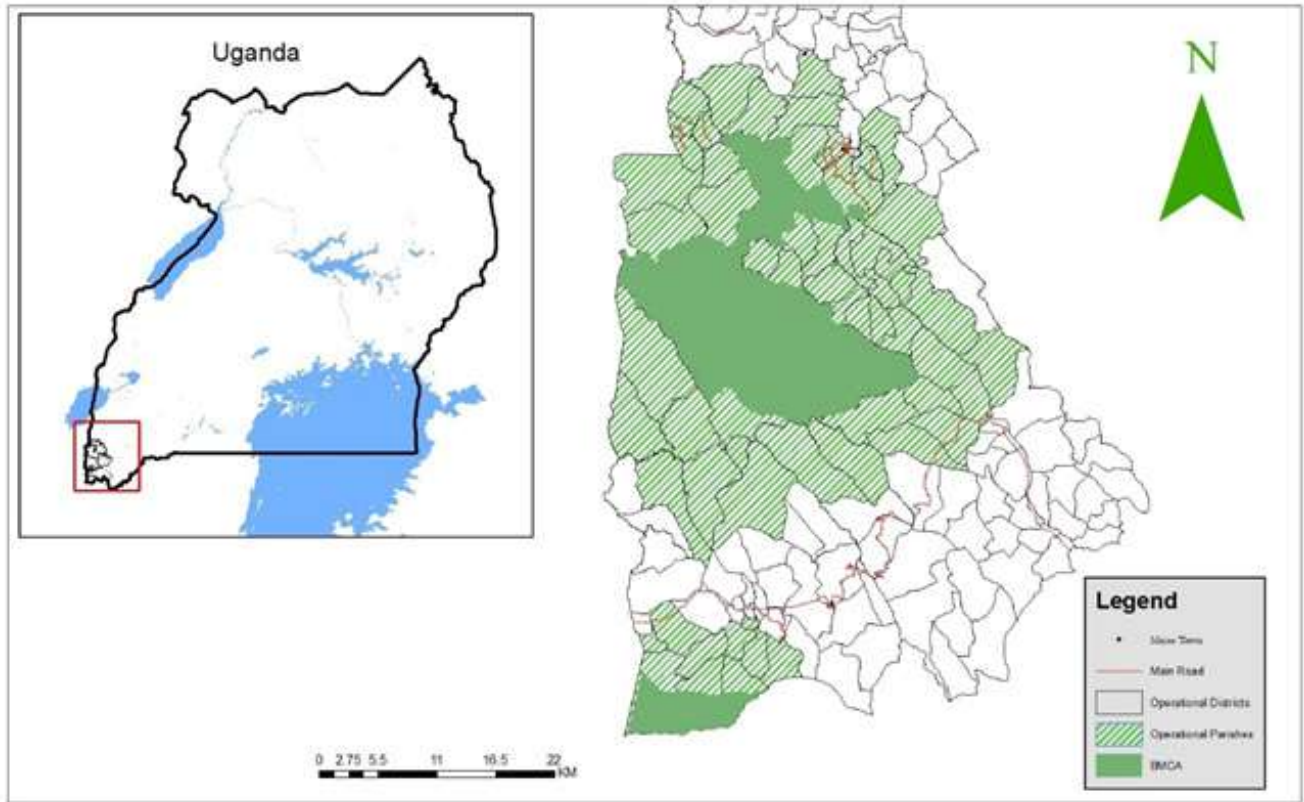
This strategic plan will enable BMCT to focus resources to well-coordinated interventions with leveraged impact. This will also enable the mobilization of more resources ultimately creating an avenue for harmonious and integrated internal functioning to achieve a greater impact to communities in the area of jurisdiction. The strategic plan also includes a detailed Monitoring and Evaluation framework with performance indicators which aim to support BMCT in becoming more results-oriented and improve its focus on implementing the Strategic Plan. The Monitoring and Evaluation framework provides practical guidance on how to monitor and evaluate the implementation of the Strategic Plan.

## 1.2 The BMCT Mandate and Operational Area

BMCT draws its mandate from Cap. 165 as of the Trustees Incorporation Act as stipulated in its deed as amended in April 2019 working in three districts of Kanungu, Kisoro, and

*Baker Julia (2015) Fairer, better. A guide to more effective Integrated Conservation and Development in Uganda.  
Poverty and Conservation Learning Group (PCLG).*

Rubanda (See Figure 1). At its formation, it was presumed that BMCT interventions in first tier parishes would ignite migrations from second tier parishes, hence need to focus on the two. However, in the 30 years of operation, this has not happened, necessitating a review of the geographical area of scope for BMCT. This will enable more impact of BMCT.



**Figure 1: Current BMCT Operational Area**

The core mandate of the trust is to support conservation of Mgahinga Gorilla National Park (MGNP) and Bwindi Impenetrable National Park (BINP) and contribute to uplifting of the livelihoods of people living in communities adjacent to these national parks. The aim of BMCT is to provide long-term reliable support for projects promoting research or conservation of biological diversity and sustainable use of natural resources in the Mgahinga Gorilla National Park (MGNP) and Bwindi Impenetrable National Park (BINP) while at the same time promoting the well-being of neighbouring communities. The aim of BMCT is achieved through:

i. Investment in community development projects,

- ii. Grants for research and ecological monitoring,
- iii. Funding of park management (Note: for the last 30 years, revenues from the park have increased, and conservation threats are external necessitating BMCT to focus on external/ex-situ interventions, while UWA concentrating internally/in-situ)
- iv. Protection and programs that create greater conservation awareness.

### 1.3 Relevance and Alignment of BMCT Strategic Plan

This BMCT strategic plan aligns to the tenets of Conservation and Development as a contemporary global and national paradigm.

Bwindi Mgahinga Conservation Trust Deed 2012, (As amended by the Board, 2019)



Integrated Conservation and Development Programs (ICDPs) aim to link conservation and development by addressing the local community livelihood challenges to reduce threats (illegal activities) and associated negative impacts on the protected areas . Pathways contained in this strategic plan align with General Management Plans for Bwindi Impenetrable National Park (2014-2024) and Mgahinga Gorilla National Park 2014-2024 . Particularly, it feeds into Parts 3 (Resource Conservation and Management), 4 (Research and Ecological Monitoring), 6 (Climate Change) and 7 (Community Conservation) of Bwindi GMP and Parts 3 (Resource Conservation and Management), 4 (Community Conservation), 5 (Research and Monitoring) and 8 (Climate Change) of Mgahinga GMP.

Similarly, this SP contributes to aspirations of the National Development Plan (NDP) IV and the Vision 2040 which emphasize sustainable management and conservation of natural/ biological resources through community involvement and development. This tenet is the core thrust of this strategic plan and an integral part for the existence of BMCT. Other frameworks the strategic plan aligns with include: the National Green Growth Strategy, Tourism Sector Development Plan, Land and Natural Resources Sector Development Plan, Educational Sectoral Plan (2020-2024), Wildlife Policy (2014), Tourism Benefit Sharing Policy (2000), Uganda Wildlife (Compensation Scheme) Regulations (2022) among others. The strategic plan synergizes with these frameworks in pathways aimed at improving natural resource management focusing on green development, water resources

management, and sustainable use of forests and wetlands, human resource development, tourism product development, natural and cultural resource conservation, water catchment protection through promoting Sustainable land management practices as well as promotion of access to clean water. The plan will also strengthen local economy at different value chain nodes by encouraging value addition to local products and market for selected products such as honey, crafts, agricultural produce. The plan prioritizes continued access to and enhance quality education for Batwa communities and disadvantaged children within BMCT areas of jurisdiction.

The pathways/thrusts and actions contained in this SP also contribute to the United Nations Sustainable Development Goals (SDGs) 1 (Poverty), 2 (Hunger), 3 (Health and Wellbeing), 4 (Quality Education), 5 (Gender Equality), 6 (Clean Water and Sanitation), 11 (Sustainable Communities), 13 (Climate Action), 15 (Life on land). The cocktail of BMCT SP pathways focus on wildlife habitat integrity (SDG 15), enhancement of local livelihoods (SGD 1,2 &3) through community development initiatives and projects, providing clean water sources within communities (SDG 6), Climate action (SDG 13) through climate smart agriculture, nature-based solutions to land degradation and climate change including protection of carbon sinks (BINP & MGNP).

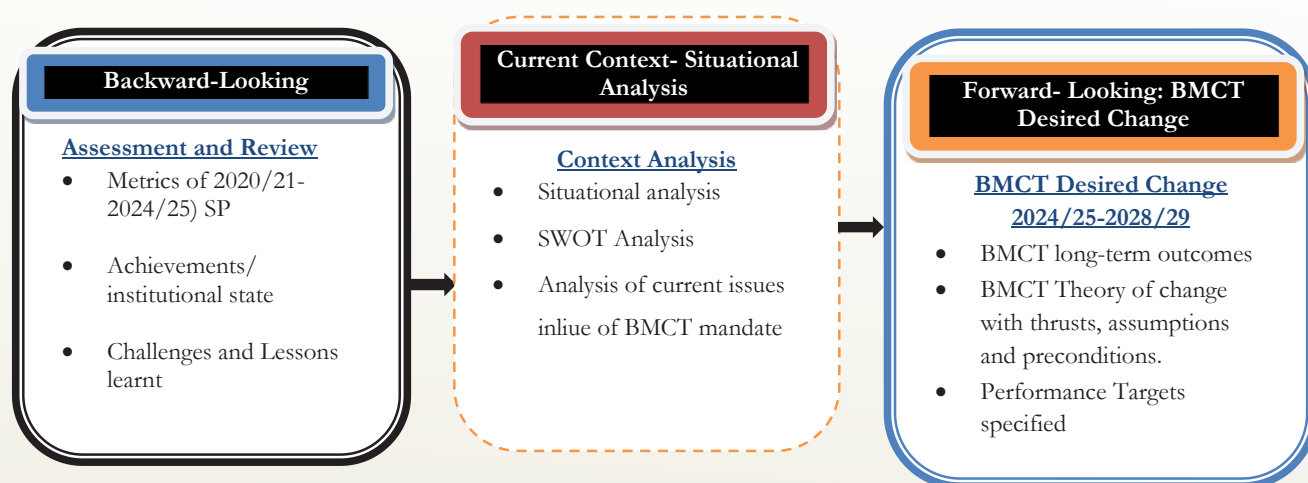
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**Bitariho et al. 2021. The Impact of Bwindi Mgahinga Conservation Trust and Uganda Wildlife Authority's funded Community Livelihood Projects in the Mitigation of Illegal Activities within Bwindi Impenetrable National Park**

**Bwindi Impenetrable National Park (2014-2024), General Management Plan, Uganda  
Mgahinga Gorilla National Park (2014-2024), General Management Plan, Uganda**

# 2.0 THE BMCT (2024-2029) STRATEGIC PLANNING PROCESS

The BMCT (2024-2029) strategic planning process entailed rigorous consultative engagements with stakeholders at all the different spheres of the BMCT operational areas. These included; BMCT staff (top management and other staff categories), the BMCT Board, Donors, Kisoro, Kanungu, Rubanda district council representatives and partners operating in the same landscape. The process was structured in three main phases involving assessment of the BMCT past performance, analysis of the BMCT current context (also referred to as Context/Problem analysis) and the development of a BMCT desired change. These collectively present a three-pillar strategic plan development model. The pillars include: i) the backward-looking pillar that assessed the BMCT past performance; ii) the BMCT current context/problem analysis pillar; and iii) forward looking pillar that involved the development of the BMCT desired change, the required long-term outcomes, thrusts as well as the necessary preconditions. These pillars are interlinked and informed one another in the preceding strategic planning process as elaborated in Figure 2.



**Figure 2: BMCT Three-Pillar Strategic Planning Process Model**

## 2.1 BMCT Backward Looking Analysis

The BMCT backward looking analysis entailed rigorous engagements of BMCT secretariat staff, Trust Management Board, partners, donors, selected stakeholders including the Uganda Wildlife Authority (UWA), Institute of Tropical Forest Conservation (ITFC), Local Governments/ Districts (Kanungu, Rubanda, Kisoro), Nature Uganda, IGCP local community representatives among others (See Appendix 1 for detailed list of consulted stakeholders). These engagements involved detailed reviews and assessments of BMCT operational reports, state and dynamics of the institution, metrics of the BMCT previous planning periods and activities. In this backward-looking analysis phase of the BMCT strategic planning, the performance of the previous strategic plan (2019-2024) was put on spotlight for the terms of achievements/ metrics, on-going projects, challenges, constraints emerging issues and lessons were drawn to feed into the next planning phase.

The BMCT backward looking analysis involved review of 2019-2024 strategic plan and was based on the cumulative progress analysis of the institution. In this analysis, the BMCT achievements and challenges over the past 30 years of operation were reviewed in relation to the previous planning period. This provided baselines for the BMCT desired change, thrusts and necessary interventions that informed this strategic planning period (2024-2029). The output-based achievements of the previous planning period are presented in Table 1.

**Table 2: Key BMCT Metrics and Achievements for the 2019-2024 Planning period**

Target Areas	Key Milestones
Support protection and management of BINP and MGNP	<ul style="list-style-type: none"> <li>➤ 130 beehives bought in collaboration with UWA and supplied for installation to deter problem animals from raiding crops</li> <li>➤ 30 baboon live traps constructed</li> <li>➤ Procured and distributed 185kgs of Mauritius thorn for planting</li> <li>➤ Trained 59 (10 females and 49 males) rangers from MGNP in Gorilla monitoring and tracking</li> <li>➤ Procured Personal Protective Equipment (PPE) to UWA staff. These included 1000 re-usable face masks, 30 boxes of disposable hand gloves, 7 jerry cans of hand sanitizer, 92 pairs of gum boots and 15 temperature guns</li> </ul>
Generate and disseminate knowledge and information on socio-economic and ecological trends within the BMCA	<ul style="list-style-type: none"> <li>➤ Procured surveillance and communication gadgets including 2 mobile phones, 4 GPS receiver handsets, 3 stealth cameras</li> <li>➤ Procured 1.5 tones of maize meal, 1 ton of beans, 250 Kgs of rice, 200 Kgs of wheat, 50 Kgs of baking powder/yeast, 100 Kgs of Sugar, 60 Kgs of Salt, 4 sets of Saucepans for rangers and Batwa food relief</li> <li>➤ BMCT direct annual funding to UWA</li> </ul>
	<ul style="list-style-type: none"> <li>➤ One survey conducted on the effect of BMCT community projects and UWA revenue sharing on mitigation of illegal activities</li> <li>➤ Radio talk shows on conservation awareness (3 radio talk shows)</li> <li>➤ Radio spot messages (10 spot messages)</li> <li>➤ Documentaries about Batwa education and development.</li> <li>➤ 3 medical camps for health and conservation awareness</li> <li>➤ Participated in National and International events like World Environment Day (2019), World Wildlife Day (2020).</li> </ul>

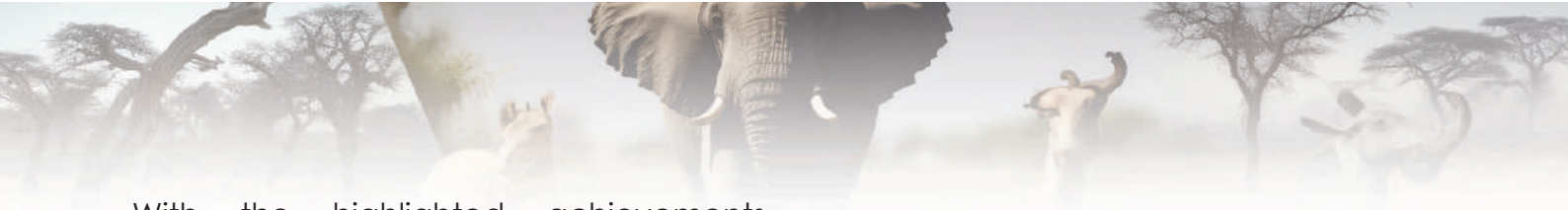


Target Areas	Key Milestones																																																							
<p>Strengthen the resilience of livelihoods for the improved well-being of people in the targeted communities</p>	<ul style="list-style-type: none"> <li>➤ Productions of IEC materials such as Calendars, banners, flyers and Brochures.</li> <li>➤ Trained 97 (45 females &amp; 52 males) Batwa indigenous people and community members in vegetable growing as a business</li> <li>➤ Procured and delivered vegetable seeds including Tomatoes (10 tins), Sukuma wiki (10 tins), Beetroot (10 tins), Carrots (10 tins), Egg plants (10 tins), Cabbages -Gloria (10 tins), Spinach (10 tins), Red Amaranthus (10 tins) and Watering Cans (20 pieces)</li> <li>➤ Trained 44 (33 men and 11 women) in Nursery Bed establishment and management</li> <li>➤ Procured and delivered 20kgs of tree seeds (10kgs grevilia and 10kgs Calliandra) to community members to support sustainable land management (SLM).</li> <li>➤ Established 1 agroforestry tree seedbed at Nyanamo.</li> <li>➤ Trained 45 women artisans and 57 youth (19 females &amp; 38 males) in Village Saving and Loan Association (VSLA) management, mindset change, and Small-Scale Business (SSB) management.</li> <li>➤ Trained 45 youths (39 males &amp; 6 females) in Beekeeping and apiary business</li> <li>➤ Installation of 20 energy-efficient technologies in schools</li> <li>➤ Construction of 3 institutional energy-saving stoves.</li> <li>➤ Construction of 325 energy-saving stoves for households.</li> <li>➤ Trained 52 (33 females &amp; 19 males) youth in the construction and maintenance of energy-saving stoves</li> <li>➤ Trained 126 youth in wood curving (souvenirs) and small business management.</li> <li>➤ Trained 300 women in basketry earning at least UGX. 20M per year.</li> <li>➤ Trained 30 youth in Bird guiding and tour guiding.</li> </ul>																																																							
<p>Support to community groups with grants- Conservation Development and Business- (CODAB)</p>	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 50%;">Enterprise</th> <th style="width: 12.5%;">Kisoro</th> <th style="width: 12.5%;">Kanungu</th> <th style="width: 12.5%;">Rubanda</th> <th style="width: 12.5%;">Total</th> </tr> </thead> <tbody> <tr> <td>Heifers (cows)</td> <td>46</td> <td>23</td> <td></td> <td>69</td> </tr> <tr> <td>Beekeeping (hives)</td> <td>745</td> <td>627</td> <td>100</td> <td>1472</td> </tr> <tr> <td>Irish Potatoes (bags)</td> <td>30</td> <td>20</td> <td>240</td> <td>290</td> </tr> <tr> <td>Water harvesting tanks</td> <td>104</td> <td>31</td> <td>-</td> <td>135</td> </tr> <tr> <td>Sheep rearing</td> <td>55</td> <td></td> <td>10</td> <td>65</td> </tr> <tr> <td>Piggery (piglets)</td> <td>175</td> <td>442</td> <td>242</td> <td>859</td> </tr> <tr> <td>Tree planting (seedlings)</td> <td>1200</td> <td>8000</td> <td>5100</td> <td>14300</td> </tr> <tr> <td>Energy-saving stoves</td> <td>73</td> <td>162</td> <td>90</td> <td>325</td> </tr> <tr> <td>Fish farming (Fingerings)</td> <td>1000</td> <td>1000</td> <td></td> <td>2000</td> </tr> <tr> <td>Mushrooms (Spown)</td> <td>75</td> <td>100</td> <td></td> <td>175</td> </tr> </tbody> </table>	Enterprise	Kisoro	Kanungu	Rubanda	Total	Heifers (cows)	46	23		69	Beekeeping (hives)	745	627	100	1472	Irish Potatoes (bags)	30	20	240	290	Water harvesting tanks	104	31	-	135	Sheep rearing	55		10	65	Piggery (piglets)	175	442	242	859	Tree planting (seedlings)	1200	8000	5100	14300	Energy-saving stoves	73	162	90	325	Fish farming (Fingerings)	1000	1000		2000	Mushrooms (Spown)	75	100		175
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<p>Improved livelihoods and wellbeing of Batwa</p>	<ul style="list-style-type: none"> <li>➤ Conducted Batwa socio-demographic survey and shared findings with all BMCT stakeholders for proper planning purposes</li> <li>➤ Trained 40 Batwa (32 males &amp; 8 females) in making bee hives</li> <li>➤ Procured and distributed 550 bamboo poles to Batwa Beekeepers</li> </ul>																																																							



Target Areas	Key Milestones																
Implementation of Batwa scholarship scheme	<b>Education level</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>												
	Primary	108	77	67	56												
	Secondary	5	4	5	6												
	Vocational	8	6	8	7												
	<b>Total</b>	<b>121</b>	<b>87</b>	<b>80</b>	<b>69</b>												
Note: <ol style="list-style-type: none"> <li>i. Batwa students 15 (8 boys and 7 girls) have already completed their vocational studies</li> <li>ii. Current completion rate for Batwa students is 76% and 25% for vocational and primary pupils respectively</li> <li>iii. Besides tuition the following are provided for Batwa school going children               <ul style="list-style-type: none"> <li>✓ Scholastic materials (Books, Pens, Uniforms)</li> <li>✓ Lunch</li> <li>✓ Sanitary materials to Batwa girls in school and</li> <li>✓ Boarding facilities</li> </ul> </li> </ol>																	
Batwa Housing improved	Construction of 17 Batwa housing units (permanent houses, kitchens and pit latrines)																
Increased biomass for energy, reduced PA illegal access and encroachment	<b>Institutional woodlots established</b> <ul style="list-style-type: none"> <li>✓ Nyabitanda Church of Uganda,</li> <li>✓ Butogota Catholic parish,</li> <li>✓ Rutenga Catholic parish,</li> <li>✓ Katojo Primary school,</li> <li>✓ Nyamabale Primary School,</li> <li>✓ Rwaburindi Primary School,</li> <li>✓ Nombe Primary School,</li> <li>✓ Kashaka Primary School</li> </ul>																
Improved delivery of work plans and targets	<ul style="list-style-type: none"> <li>➤ Retained a good staff proportion of BMCT secretariate</li> <li>➤ Timely development and implementation of work plans</li> <li>➤ BMCT human resource structure positions and staffing levels filled in accordance with the current BMCT approved structure</li> <li>➤ Establishment and implementation of staff gratuity scheme in line with the BMCT human resources manual</li> <li>➤ Human Resource manual was revised and approved by TMB.</li> </ul>																
Increased project funding	Project funding received (2019-2024) and successfully executed <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="background-color: #e8f5e9;">Funder(s)</th> <th style="background-color: #e8f5e9;">Amount</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e8f5e9;">UNDP</td> <td style="background-color: #e8f5e9;">\$40,000</td> </tr> <tr> <td style="background-color: #e8f5e9;">BIOPAMA</td> <td style="background-color: #e8f5e9;">EURO49,000</td> </tr> <tr> <td style="background-color: #e8f5e9;">AWEC/Swarovski</td> <td style="background-color: #e8f5e9;">UGX 80,000,000</td> </tr> <tr> <td style="background-color: #e8f5e9;">MUST (SEREB)</td> <td style="background-color: #e8f5e9;">\$32,000</td> </tr> <tr> <td style="background-color: #e8f5e9;">TUNADO</td> <td style="background-color: #e8f5e9;">UGX 69,000,000</td> </tr> </tbody> </table>					Funder(s)	Amount	UNDP	\$40,000	BIOPAMA	EURO49,000	AWEC/Swarovski	UGX 80,000,000	MUST (SEREB)	\$32,000	TUNADO	UGX 69,000,000
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With the highlighted achievements and being the only one of its kind in the country, BMCT has continued to stand out as a model for community inclusion in conservation and sustainable development not only in Uganda but the region at large. It has been frequented by local, regional and international agencies and players for benchmarking missions. These metrics notwithstanding, BMCT still faces a number of challenges in its execution of its mandate. These challenges stem from lack of a clearly defined theory of change, thrusts and assumptions to guide its strategic direction that would clearly give the outcome-based results. As it is now, results can only be assessed at output level which leaves outcome blurred. In addition, it emerged that over the last 30 years, there are a number of contextual changes that have happened in the BMCT operational environment:

1. UWA has since developed financial and internal capacity to support insitu conservation of BMCA
  2. It is increasingly clear that key threats to conservation are now largely external.
  3. The continued direct consumptive support to the Batwa for the last 30 years has yield limited sustainable impact. It holds potential unintended consequences that can lead to overdependence and limited productivity.
  4. Support to the Batwa given in productive areas such as in education, tourism enterprises has had better outcomes since it has enabled job creation and attainment.
- These issues necessitated further contextual analysis contained in section 2.2.

## 2.2. BMCT Current Context - Situational Analysis

The detailed current context and/ or situational analysis was used to set the stage for identifying issues of concern and challenges within BMCT operational environment. These issues are presented in line with the metrics of the previous strategic planning period and the existing context of BMCT operations. The issues provide a basis for interventional areas, which need to be addressed in this strategic plan in order to improve BMCT relevance, performance, impact, sustainability and growth.

Despite having a vast experience of operation (30 year), BMCT continues to face challenges in executing her mandate. These are related to delivery of the BMCT mission as well as service delivery and accountability as highlighted in the previous strategic plan. As highlighted in the backward-looking analysis, strides are cumulatively being made in improving the relevance of BMCT. However, while striving to execute her mandate and expand her operations to the walk of sustainability, there exists several issues that ought to be addressed going forward. Broadly, these issues were later grouped thematically under the following thrust dimensions that align with BMCT Trust deed: 1) Environmental Conservation, Community Livelihoods, Advocacy, Research and information Dissemination, Partnerships and Collaborations as well as Institutional Internal Health as summarized in Table 2.

**Table 3: Current BMCT Challenges**

Focus Areas	Challenge(s)
<b>Environmental Conservation</b> (Protection and management of BMCA)	<ol style="list-style-type: none"> <li>1. Limited recognition of BMCT’s contribution to conservation especially contribution to human-wildlife conflict management, research and monitoring (due to limited resources).</li> <li>2. Continued unsustainable harvesting and use of fuelwood (Increased biomass use for energy)</li> <li>3. Unsustainable agricultural practices in the BMCT areas of operation</li> <li>4. Limited funding for BMCT environmental conservation priorities</li> <li>5. Conservation awareness; Channels of communication are limited. (A suggestion to have a presence on TV and social media, with the target audience in mind)</li> <li>6. The landscape is vulnerable to climate change due to soil erosion, and deforestation for charcoal burning.</li> </ol>
<b>Advocacy, Research and Information Dissemination</b>	<ol style="list-style-type: none"> <li>1. BMCT does not have a Research Agenda with clear information dissemination guidelines</li> <li>2. Limited BMCT capacity to conduct research, monitor ecological integrity, assess community perceptions, attitudes and awareness as well as dissemination of research findings</li> <li>3. Limited and weak partnerships with research institutions, donors, Government Ministries, Departments and Authorities.</li> <li>4. Limited lobbying and advocacy for BMCT priority areas funding and awareness creation</li> </ol>
<b>Community Livelihoods</b> (resilience and livelihoods for the targeted communities)	<ol style="list-style-type: none"> <li>1) Limited value addition to local produce including apiary, dairy products, local crafts, souvenirs etc.</li> <li>2) Limited productive use of land due to limited innovation and marketing of agricultural produce</li> <li>3) Inadequate market linkages especially through Cooperatives, B2B, Social Media Platforms, Exhibitions, Community Market Centres</li> <li>4) Limited sustainable village scale projects such as Village Savings and Credit Associations (VSCAs), Conservation, Development and Business (CODAB) associations, etc.</li> <li>5) Uncoordinated interventions in business linkages and market linkages plus value addition</li> <li>6) Limited Local Capacity in terms of skills, conservation awareness, limited exposure, lack of incentive handouts to encourage critical thinking and hard/smart work in the Batwa minority groups.</li> <li>7) Limited access to micro finance resources for the VSLAs and CODABs</li> <li>8) Limited sustainability and continuity of supported local enterprises and initiatives</li> </ol>



Focus Areas	Challenge(s)
	<ul style="list-style-type: none"> <li>9) High school drop-out rates for the Batwa school-going students especially in primary schools</li> <li>10) Limited access to clean water sources, poor sanitation and hygiene among Batwa and non Batwa communities</li> <li>11) Rapid Urbanization in the landscape</li> <li>12) Rapid population explosion in the area</li> <li>13) Sub division of parishes due to population explosion (administrative units)</li> <li>14) Landless population categories increasing including none Batwa</li> <li>15) Uncoordinated interventions by NGOs, government, and partners.</li> <li>16) Unmapped Batwa settlements affecting the change needed/desired</li> </ul>
<p><b>Monitoring and Institutional Sustainability</b></p> <p>(Improved delivery of work plans and targets)</p>	<ul style="list-style-type: none"> <li>1. Lack of well-developed and structured work plans to streamline strategic activities implementation</li> <li>2. Limited programme/ activity-based reviews and monitoring within BMCT' activity implementation</li> <li>3. Counter production and limited harmonization of BMCT' activities with local government planning frameworks</li> <li>4. Lack of a clear stakeholders' engagement framework for the BMCT' stakeholders</li> <li>5. Lack of harmonized planning frameworks between local government, BMCT' and partners.</li> <li>6. Current staffing level and human resource structure is not commensurate with the BMCT' mandate and desired activity implementation especially in the institutional monitoring and evaluation department</li> <li>7. Lack of a resource mobilization strategy to solicit for funds to help actualize BMCT' activities.</li> </ul>
<p><b>Partnerships and Collaborations</b></p>	<ul style="list-style-type: none"> <li>1. Limited participation in national, regional and international environmental conservation activities and initiatives</li> <li>2. Limited BMCT' partnership arrangements with conservationists and other organizations</li> <li>3. Lack of referral pathways and linkages to other institutions for other services that BMCT' cannot execute</li> <li>4. Limited support for communication and sharing conservation initiatives among stakeholders</li> <li>5. Inadequate fundraising for BMCT' activities due to limited consortiums for proposal writing (Joint proposal writing with other stakeholders)</li> </ul>

### 2.3 BMCT Forward- Looking: BMCT desired change

All issues that emerged from Backward Looking Analysis and the Current Context-Situational Analysis were triangulated to inform the BMCT desired change. The outcomes of these analyses informed the development of BMCT's theory of change (pre-conditions, strategic thrusts and assumptions) that define the BMCT desired change/ strategic orientation

(see next section). The forward-looking analysis identified 5 strategic thrusts (aligning with the BMCT Trust Deed) that will help change BMCT to the desired state through the lenses of a theory of change (ToC). These thrusts include 1) Community Livelihoods, 2) Environmental Conservation, 3) Advocacy, Research, and Information Dissemination, 4) Partnerships and Collaborations, and 5) Monitoring and Institutional Sustainability (See section on BMCT Theory of Change).

## 3.0 BMCT DESIRED CHANGE, STRATEGIC ORIENTATION AND PATHWAYS/ THRUSTS

The BMCT's desired change, strategic orientation and emerging thrusts define the strategic focus that will be undertaken in the five years of this planning period. These are reinforced by the desired Long-Term Outcome (LTO) and its preconditions are shown in figure 4. The long-term outcome is an upshot that lies with the mandate, can be realistically achieved and it is within the BMCT accountability line. The strategic orientation and emerging thrusts as reinforced by the LTO can only contribute towards the BMCT vision and ultimate goals alongside other cumulative and consecutive achievements of BMCT and her partners. The BMCT Long Term Outcome herein therefore guides the BMCT's desired change, strategic orientation and emerging thrusts for the strategic plan. This accountability line is presented in the BMCT Theory of Change as a green shaded box to separate the ultimate goals (final outcome and impact) from the long-term outcome and its preconditions. All outcomes needed to achieve the Long-term Outcome in an outcomes' pathway are preconditions to the Long-Term Outcome. Preconditions define what has to change if the ultimate goal or impact is going to be achieved.

### 3.1 BMCT Theory of Change

The theory of change was developed based on the explicit focus on long-term outcome, preconditions, outcome indicators, interventions and assumptions along the pathways as informed by BMCT planning process' backward-looking, current context- situational analysis and the forward- looking: BMCT desired change analysis. At its most basic, the

theory of change explains how a group of early and intermediate activities will set the stage for producing the BMCT desired long-range results through the five identified strategic thrusts (See figure 4).

### 3.2 The BMCT Strategic Thrusts of Desired Change

Conservation and development remain the major focus of BMCT and therefore form a basis for its strategic ideology in attaining its mandate. The continued aspiration of achieving sustainable conservation through development among BMCT stakeholders underpins the need for more emphasis on these thrusts. There is also a strong need for institutional strengthening and sustainability of the BMCT Secretariat through monitoring and increasing revenue sources. Strengthening of BMCT institutional monitoring structures and increasing the revenue sources will go a long way in delivering to the ever-changing aspirations of communities. Other strategic thrusts include enhanced community livelihoods, environmental conservation, advocacy, research and information dissemination, and partnerships and collaborations. These thrusts form the desired change trajectory of this strategic planning period. These thrusts are bound into five strategic pathways to spur the BMCT desired change.

In a bid to actualize the so much desired change, BMCT will pursue these identified five strategic pathways in the next five years. These pathways were tailored out of consultative strategic engagements with the BMCT stakeholders including

representatives from the Board of trustees, Secretariat, partner organizations, community members as well as other stakeholders in the broader conservation and development sphere (See Appendix II). The pathways rotate around strengthening the institutional monitoring and sustainability through accountability and increased BMCT revenue sources, enhanced livelihoods, environmental conservation, advocacy, research and information dissemination, and partnerships and collaborations as specified in Figure 3.



**Figure 3: BMCT's Pathways/ strategic thrusts**

These thrusts are reinforced by the Overall Impact, Long-Term Outcome, Vision, Mission and core values that ought to be upheld if BMCT is to achieve the desired change. These were formulated on the principles of inclusivity, accountability, commitment to community conservation and development, value addition, and favorable policies there within local and national level governments, as well as within other development partners and civil society. Upholding these, calls for a more aggressive BMCT Secretariat that is more dynamic to accomplish the proposed desired change pathways. Additionally, a highly incentivized Secretariat structure and a highly competent BMCT Board to oversee the Secretariat will go a long way in not only these strategic principles, but also will increase revenues for the successful implementation of this strategy and attaining the desired overall impact. The BMCT Overall Impact, Long-Term Outcome, Vision, Mission and core values are highlighted in the subsequent section.

### 3.3 Long Term Outcome, Vision, Mission, Purpose and core values:

#### Vision:

The biodiversity and ecosystem health of Bwindi Impenetrable National Park (BINP) and Mgahinga Gorilla National Park (MGNP) are conserved in harmony with the development needs of the surrounding communities.



### Long Term Outcome:

Resilient communities and indigenous peoples that conserve and sustainably utilize the environment and natural resources around the BMCA.

### Mission:

To foster the conservation of biodiversity in MGNP and BINP through investment in community development projects, grants for research and ecological monitoring, funding park management and protection, and programs that create greater conservation awareness.

### Purpose:

To provide long term reliable support for promotion of

- Wellbeing of residents of surrounding areas
- Conservation of biodiversity and sustainable use of natural resources in MGNP & BINP
- Research and ecological monitoring.

### Core values:

- Integrity
- Innovation
- Team work
- Collaboration
- Excellence
- Communication

### 3.4 The BMCT Theory of Change/ Strategic Schematic

The BMCT desired long-term outcome, vision and mission will only be attained upon critical pursuit of the five proposed strategic thrusts which in turn will be achieved through successful implementation of the strategic activities and actions therein the particular thrusts. The long-term outcome will be consummated at or beyond the accountability line as presented in Figure 4.


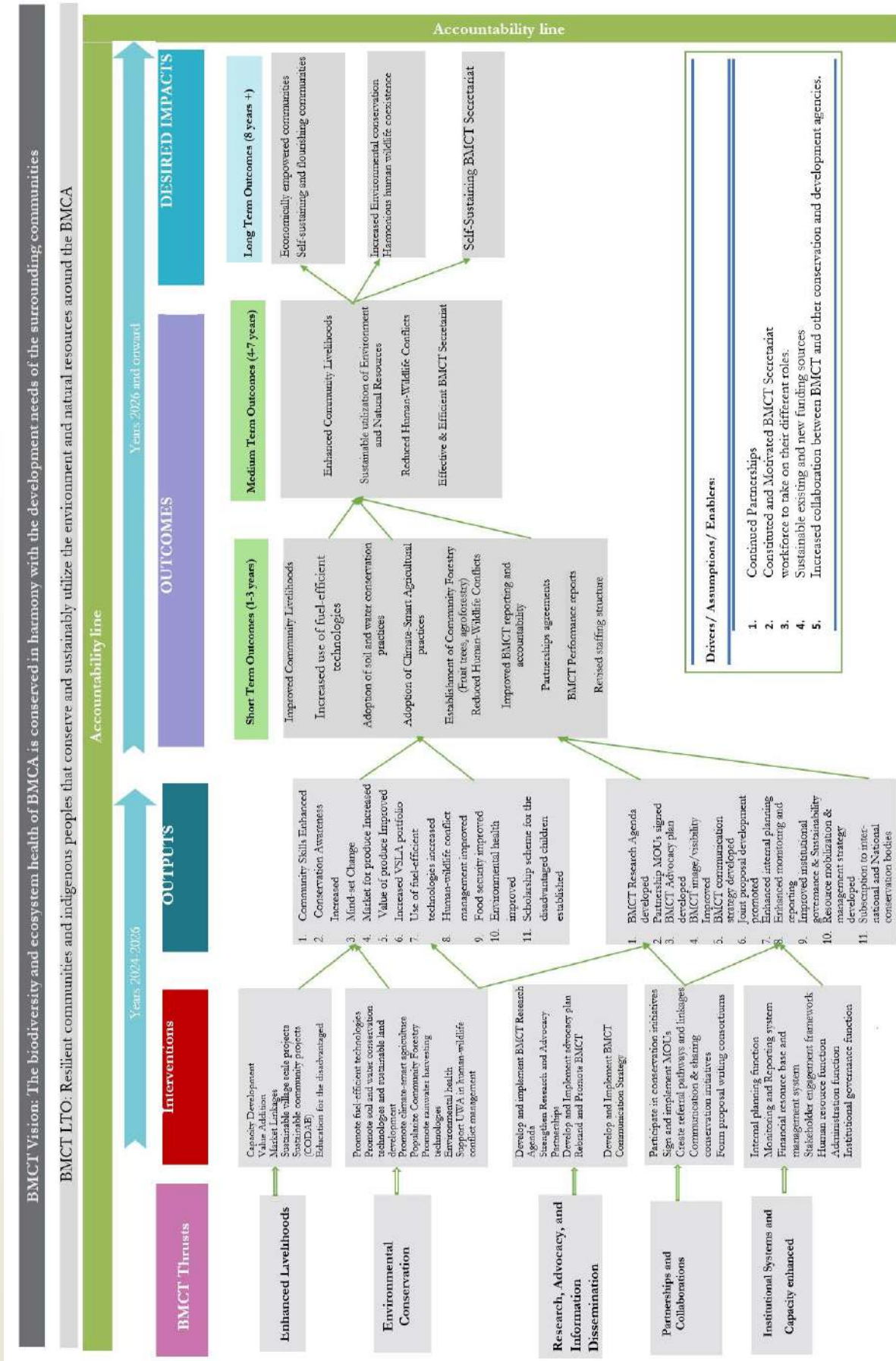


Figure 4: BMCTs' theory of change/ Strategic Schematic



### 3.5 Critical Success Factors

The successful implementation of the strategic plan will depend on the following critical success factors that ought to be in place for smooth execution of the interventions:

- (a) Sufficient and sustainable financial and human resources to support the timely implementation of the priorities in the strategic plan
- (b) BMCT Board of Trustees' commitment and support in oversight and ensuring adherence to the timelines of the strategies in the strategic plan
- (c) Committed, focused and motivated BMCT Technical Administrative Unit/Secretariat to undertake the day-to-day operations and activities in the strategic plan
- (d) Consistent and sustained stakeholder engagement, commitment and support for the interventions proposed in the strategic plan
- (e) Strong commitment to transparency, accountability and communicating of results to the relevant stakeholders and partners
- (f) Strong and reliable technical support from partners
- (g) Timely implementation of proposed interventions
- (h) Continued collaboration with development partners and donors
- (i) Continued favorable government policies- for conservation and development
- (j) Political stability in the country

### 3.6 BMCT Theory of Change narrative, strategic thrusts and interventions

In a bid to solve the twin challenge of striking a balance between conservation and development, BMCT ought to focus on sustainable practices for communities

living adjacent to BINP and MGNP. The Trust sets to fill this aspiration by spurring and enhancing community livelihoods whilst building their capacity in environmentally conscious natural resource use, climate resilience and adaptation. The increasing unsustainable natural resource use and the need for climate change resilient communities that adapt well with the changing climatic patterns at grassroots level underpin BMCT focus on the same as core thrusts for the desired change. BMCT also has vested interest in supporting and uplifting marginalized indigenous Batwa Communities around the BMCA. BMCT intends to achieve these aspirations through a Theory of Change (ToC) with five key strategic pathways/ thrusts. The chronological focus of this Theory of Change is inclined to the time scope of the BMCT strategic planning process for the years 2024/25 – 2028/29.

The Long-term Outcome focusses on resilient communities and indigenous peoples that conserve and sustainably utilize the environment and natural resources around the BMCA. This long-term outcome is hinged on strategic thrusts that lie well within the accountability line of the organization as per her mandate and purpose of establishment. Also known as the goal, the understanding is that the interventions stipulated under each pathway, if particularly implemented, will enable BMCT to attain this long-term outcome by the end of the year 2029.

The long-term outcome demonstrates that BMCT will in this strategic period focus on enhancing communities' livelihoods and indigenous peoples' empowerment to effectively conserve and sustainably utilize the environment and natural resources around the BMCA. The strategic plan will also focus on improving the efficiency and effectiveness of the secretariat. In



attaining its long-term outcome, BMCT will focus on these strategic pathways that are outward and inward-looking thrusts. The inward-looking thrusts with a main focus on institutional capacity strengthening while the outward looking will focus on community conservation and development. Once pursued, these thrusts will help BMCT to effectively and efficiently undertake her mandate during this planning period.

### 3.7 BMCT Thrusts/ Pathways

1. Community Livelihoods pathway
2. Environmental Conservation pathway
3. Advocacy, Research and Information Dissemination pathway
4. Partnerships and Collaborations pathway
5. Institutional Systems and Capacity pathway

Particular drivers/ enablers are expected to be in place to allow for these interventions, pathways and ultimately the Long-Term Outcome to be achieved. Continued collaboration of BMCT with conservation stakeholders, fully constituted and motivated secretariat to take on the different activities to achieve the strategy, support from existing and new donors, and Local Governments are key enablers that will allow for the successful implementation of the ToC thrusts, strategies and activities as expounded in the preceding section.

### 3.8 BMCT strategies and activities

1. Enhancing Community Livelihoods around BMCA

#### Strategies:

### 1.1 Invest in Community Capacity Development

- Carry out community skills gap assessment for targeted communities
- Develop community skilling content based on the identified community skills gaps
- Conduct periodic community skilling programmes based on the community skills gaps
- Conduct regular community conservation awareness creation campaigns
- Develop and implement periodic community mind-set change programmes
- Roll out targeted familiarization trips and exposure tours for community members
- Incentivize handouts to encourage critical thinking and hard/smart work in the Batwa minority groups

### 1.2 Encourage Value Addition for locally produced products

- Establish BMCT value addition demo farms in each of the BMCT operational districts including Apiary, Dairy, Beef, Cereal, and other agricultural produce
- Spearhead targeted value chain improvements such as packaging and branding
- Support skilling and training women and youths in quality souvenir making and branding

### 1.3 Invest in Market Linkages for target community produce

- Link cooperatives in the operational districts to conduct joint marketing of the local products
- Coordinate business to business linkages at national, regional and international levels for Community Based Enterprises (CBEs) to benchmark best practices for business
- Create and conduct social media marketing for locally produced products

- Develop and roll out periodic exhibitions within the districts of operation
- Create community market centres in the operational districts for easy access to local markets

#### 1.4 Invest in sustainable Conservation Development and Business (CODAB) projects

- Support community members in CODAB groups to mobilize savings for sustainable nature-based enterprise development
- Conduct gap assessment for CODAB groups
- Provide business development services (BDS)
- Upscale Conservation, Development and Business (CODAB) focusing on improved breeds of both crops and animals
- Periodically review and monitor CODAB for accountability, value for money and demonstration purposes

#### 1.5 Support the Education of the Disadvantaged and indigenous community groups

- Promote education of the disadvantaged with affirmative action towards the indigenous people
- Develop a scholarship scheme to support education of the disadvantaged

#### Strategies:

##### 2.1 Promote fuel-efficient technologies (Biogas, Energy-Saving Stoves, and Solar)

- Create awareness campaigns about fuel-efficient technologies
- Promote the use of biogas energy
- Promote use of energy saving stoves

- Rollout an incentivized solar distributed system

##### 2.2 Promote soil and water conservation technologies and sustainable land Management

- Create awareness campaigns about soil and water conservation technologies and sustainable land management
- Train communities in soil and water conservation technologies and sustainable land management practices
- Establish model farms with soil and water conservation technologies and sustainable land management practices among communities.

##### 2.3 Promote climate-smart agriculture (agroforestry, green enterprises, backyard gardening)

- Create awareness campaigns about climate-smart agriculture
- Promote agroforestry practices on community members' land
- Establish tree nurseries to act as agroforestry seed banks
- Train communities in green enterprises, backyard gardening, fruit tree growing.

##### 2.4 Popularize Community Forestry (Agroforestry, fruit tree planting)

- Establish tree nurseries to act as community forestry seed banks
- Conduct awareness creation events – public hearings, conferences, seminars in-lieu of community forestry and agroforestry operationalization
- Mobilize a network of relevant activists and organizations within the conservation sphere towards operationalizing community forestry
- Promote domestication forest products/ tree species through encouraging planting indigenous trees
- Promote fruit tree planting and

- growing within operational areas.
- Promote establishment of woodlots in BMCA
- Establish boundary live fencing on the BMCT Batwa land
- Support communities to plant indigenous trees in forest pockets

### 2.5 Promote Rainwater Harvesting Technologies

- Create awareness on rainwater harvesting technologies
- Sponsor establishment of the desired rainwater harvesting technologies
- Mobilize relevant activists and organizations towards use of rainwater harvesting technologies within operational communities

### 2.6 Environmental health (water and sanitation for rising urban centers)

- Awareness creation campaigns about water and sanitation for rising urban centers
- Conduct advocacy and awareness events – public hearings, conferences, seminars in-lieu of about water and sanitation
- Invest in micro water and sanitation schemes to act as a models for other raising urban areas within operational districts

### 2.7 Support UWA in Human-Wildlife conflict management

- Construct live traps for vermin species
- Establish apiary projects along park boundaries
- Facilitate community Human Gorilla (HuGo) conflict scouts and Human-Wildlife Conflicts management teams

- Invest in participatory resources management and resources access regimes including water within BMCA

### Strategies:

#### 3.1 Develop and implement BMCT Research Agenda

- Develop BMCT research agenda
- Map out critical areas for undertaking research with the BMCT operational areas
- Partner with research institutions to carry out the required research within the BMCT operational areas

#### 3.2 Strengthen BMCT in Advocacy Partnerships

- Develop an Advocacy Agenda
- Map out BMCT activities and use them as selling points to new partners
- Develop and implement Memoranda of Understanding with new partners with similar aspirations as BMCT
- Build TAU capacity in conducting research and dissemination of research findings

#### 3.3 Rebrand and Promote BMCT Visibility

- Develop and roll out a BMCT brand strategy
- Ensure quality in products and services offered to community members and partners (Match BMCT Promises to Actions)
- Establish periodic brand feedback surveys on BMCT operations, products and service offers
- Finalize and implement a BMCT draft risk management policy
- Cobrand with existing renown national and regional related

conservation and development institutions, organizations and agencies

### 3.5 Develop and Implement BMCT Communication Strategy

- Develop and implement a BMCT communication strategy
- Implement a corporate communication strategy
- Implement a crisis management plan

## 4 Partnerships and Collaborations

Strategies:

### 4.1 Participate in national, regional and International environmental conservation activities

- Participate in national, regional and international environmental conservation campaigns/ events

### 4.2 Develop partnership arrangements with conservationists and other organizations by signing and implementing MOUs

- Map out BMCT partnership needs and offers and use them as selling points to like-minded conservation and development institutions, organizations and agencies
- Develop and sign Memoranda of Understanding with other conservation and development institutions, organizations and agencies

### 4.3 Create referral pathways and linkages for other services that BMCT cannot handle

- Undertake BMCT capacity analysis to identify product and service areas that BMCT cannot handle
- Create referral pathways and linkages for other services that BMCT cannot handle

### 4.4 Support communication and sharing conservation initiatives among stakeholders

- Create platforms for communication
- Create and support UWA to create and cause the functioning of a multi-stakeholder platform to coordinate harmonized planning and stakeholder coordination in the BMCT operational areas

### 4.5 Forming consortiums for proposal writing

- Identify, map out and approach competent institutions and individuals in proposal writing
- Establish consortiums for proposal writing with competent institutions and individuals
- Develop bankable BMCT funding proposals

Strategies:

### 5.1 Strengthen BMCT Internal Planning Function

- Develop and implement annual work plans (Annual Operating Plan)
- Develop and implement quarterly and monthly work plans

### 5.2 Strengthen BMCT Monitoring and Reporting system

- Develop performance indicators for the different activities undertaken by the BMCT secretariat/ TAU guided by ToC
- Conduct quarterly reviews and performance evaluations for the BMCT activities
- Develop and share quarterly and annual report

- Conduct mid-term and end term reviews for the BMCT activities during the planning period
- Undertake adaptive implementation of the strategic activities in line with the reviews and performance evaluations.

### 5.3 Strengthen the Financial Resource base and management system

- Operationalize the BMCT Resource mobilization guidelines
- Strengthen the financial management function

### 5.4 Strengthen the Human Resource Function

- Conduct a staff structure and competencies' analysis to enable delivery on the SP
- Strengthen human resource planning
- Enhance the human resource management and control
- Strengthen human resource reporting and feedback system
- Strengthen the staff appraisal system
- Enhance Human Resource Welfare and capacity

### 5.5 Strengthen the administration function

- Develop computerized records management systems
- Enhance the procurement and disposal functionality
- Enhance the internal audit and risk management function
- Strengthen Internal M&E capacity

### 5.6 Enhance the institutional governance function

- Develop and implement stakeholder engagement framework
- Review BMCT Board Charter/ policy to align Board roles and responsibilities to BMCT secretariat/ TAU aspirations

### 5.7 Compliance & standard assurance audits on Gender & Equity (Inclusion)

- Develop and operationalize a gender and equity (inclusiveness) action plan in Conservation and Development

# 4.0 IMPLEMENTATION OF THE BMCT STRATEGIC PLAN

The BMCT strategic plan is guided by a comprehensive design outlining the implementation strategy. This implementation strategy is essential for any organization to achieve its aspirations. Achieving these aspirations requires approvals, supervision and oversight functions of BMCT to be activated. As such, the organizational oversight and primary managerial functions are the two main components that are essential for successful execution of this strategic plan and these components are covered in the section below. The approach, methods, underlying strategies and proposed budget that will be used to implement the BMCT Strategic Plan (2024-2029) are equally provided for herein. Implementation arrangements, stakeholder roles and responsibilities, coordination and engagement approaches, monitoring and evaluation as well as the implementation schedule of the plan are also highlighted in the subsequent sections.

## 4.1 Management Function and Organizational Supervision

The core management functions will fall majorly within the oversight of the Board of Trustees (also referred to as the Trust Management Board (TMB)). The Board is also responsible for performance appraisal through commissioning the strategic plan mid-term and end of term review. These reviews will inform the preparation of the strategic plan for the subsequent planning period. On the other hand, the day-to-day execution of the strategic actions herein this strategic plan and thrusts fall directly under the BMCT Trust Administrator and

secretariat. The Trust administrator will be supported by majorly the secretariat and to some extent with approval of the Board, may hire technical experts or enter collaboration with partners to support implementation of some aspects of strategy as need may arise from time to time. The staff at the secretariat under the leadership of the Trust Administrator will break down the strategic activities in this strategy into annual work plans with clearly set performance indicators. The Programmes department which heads general operations and implementation of work plans

A comparative analysis of the current staffing and role plays of BMCT viz-a-vis the set aspirations for this strategic plan highlights the need to undertake staff restructuring with new departments established and/ or empowering the existing staff in accordance with the new BMCT aspirations. Once restructured, all positions ought to be filled with urgency so as to effectively undertake the set targets. More so, the current staffing requires tailored training so as to enhance their capacity to attain the long-term outcome of this strategic plan. Additionally, the BMCT situational analysis clearly spells out the need for institutional capacity strengthening and sustainability by improving monitoring and accountability as one of the thrusts for achieving the aspirations of this strategic plan.

## 4.2 BMCT Five Year Plan Cost Estimates

Elaborating the costs of implementing this Strategic Plan and highlighting the expected financing mechanisms is very important for BMCT to have an estimate

of the planned aspirations of the plan. The investments are spread over five strategic thrusts including 1. Enhancing Community Livelihoods around BMCA, 2. Environmental Conservation, 3. Research, Advocacy, and Information Dissemination, 4. Partnerships and Collaborations, and 5. Institutional monitoring, strengthening and sustainability pathway (Institutional efficiency) as seen in Table 3.

Cost estimates included here have been arrived at after extensive consultations, benchmarking and are based on the key activities identified for each strategic thrust in the plan. This budget specifically is for the identified five key strategic thrusts which will constitute strategies for the next 5 years. Operational costs for the BMCT secretariat are provided at the end of the planned activities of the five-year budget. The costing was done in consideration of the current and anticipated inflationary tendencies over the next five years under business-as-usual scenarios. These costs are presented against each proposed strategic activity under each identified strategic thrust and totals are given in Table 3.

**Table 4: BMCT Strategic Plan Implementation cost estimates**

Strategies	Estimated Cost in UGX (Millions)					
	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	Total (UGX)
<b>Pathway 1. Enhancing Livelihoods of communities and indigenous peoples around BMCA</b>						
<b>1.1 Invest in Community Capacity Development</b>						
Carry out community skills gap assessment for target communities and target skills	40			50		90
Develop community skilling content based on the identified community skills gaps		30	30			60
Conduct periodic community skilling programmes based on the community skills gaps	50		50		50	150
Conduct regular community conservation awareness creation campaigns	40	30	35	40	45	190
Develop and implement periodic community mind-set change programmes		45			50	95
Roll out targeted familiarization trips and exposure tours for community members	70	60	75	80	85	370
Incentivize handouts to encourage critical thinking and hard/smart work in the Batwa minority groups	89	70	60	60	60	339
<b>1.2 Encourage Value Addition for locally produced products</b>						
Establish BMCT value addition demo farms in each of the BMCT operational districts including Apiary, Dairy, Beef, Cereal, and other Agricultural produce	80		75		80	235
Spearhead targeted value chain improvement such as packaging and branding	50	55	55	60	60	280
Undertake skilling and training women and youths in quality souvenir making and branding	100	100	110	120	120	550
<b>1.3 Invest in Market Linkages for target community produce</b>						
Establish cooperatives in the operational districts to conduct joint marketing of the local products	150		150		160	460
Coordinate business to business linkages at national, regional and international levels for Community Based Enterprises (CBEs) to benchmark best practices for business	46	50	55	55	60	266
Create and conduct social media marketing for locally produced products	15	15	16	17	17	80
Develop and roll out periodic exhibitions within the districts of operation	30		45		45	120
Create community market centres in the operational districts for easy access to local markets	30		30		30	90
<b>1.4 Invest in sustainable village scale projects</b>						
Help community members in establishing Village Level Savings Associations (VLSA) and Savings and Credit Cooperative Organisations (SACCO)	50	50	50	60	60	270
Upscale Conservation, Development and Business (CODAB) focusing on a handful of groups	40	35	35	35	35	180
Periodically review and monitor CODAB for accountability, value for money and demonstration purposes		20		20		40
<b>Subtotal Pathway 1</b>	<b>880</b>	<b>560</b>	<b>871</b>	<b>597</b>	<b>957</b>	<b>3865</b>

Strategies	Estimated Cost in UGX (Millions)					Total (UGX)
	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	
<b>Pathway 2: Environmental Conservation</b>						
<b>2.1 Promote fuel-efficient technologies (biogas, energy-saving stoves, solar)</b>						
Create awareness campaigns about fuel-efficient technologies	15		15	15	15	60
Train communities in the use of biogas energy	30	30	25	20	15	120
Encourage use of energy saving stoves	10	10	15	15	10	60
Rollout an incentivized solar distributed system	45	55	80	50	50	280
<b>2.2 Promote soil and water conservation technologies and sustainable land development</b>						
Create awareness campaigns about soil and water conservation technologies and sustainable land management	20	20	20	25	25	110
Train communities in soil and water conservation technologies and sustainable land management practices	20	20	20	25	25	110
Establish model farms with soil and water conservation technologies and sustainable land management practices	40	15	15	10		80
<b>2.3 Promote climate-smart agriculture (agroforestry, green enterprises, backyard gardening)</b>						
Create awareness campaigns about climate-smart agriculture	20	15	15	20	20	90
Encourage agroforestry practices on community members' land	20	30	25	25	30	130
Establish tree nurseries to act as agroforestry seed banks	20		40		25	85
Train communities in green enterprises, backyard gardening practices	20	20	30	15		85
<b>2.4 Popularize Community Forestry (Agroforestry, fruit tree planting)</b>						
Establish tree nurseries to act as community forestry seed banks	20	20	25	15		80
Conduct awareness creation events – public hearings, conferences, seminars in-lieu of community forestry and agroforestry operationalization	40	50	50	40	50	230
Mobilize a network of relevant activists and organizations within the conservation sphere towards operationalizing community forestry	15	15	20	20	20	90
Encourage domestication forest products/ tress species through encouraging planting indigenous trees	20	20	20	20	20	100
<b>2.5 Promote rainwater harvesting technologies</b>						
Create awareness on rainwater harvesting technologies	20	15	20	20	20	95
Sponsor establishment of rainwater harvesting technologies	40	40	50	50	30	210



Strategies	Estimated Cost in UGX (Millions)						Total (UGX)
	2024/25	2025/26	2026/27	2027/28	2028/29		
Mobilize relevant activists and organizations towards use of rainwater harvesting technologies within operational communities	15	15	20	20	20	90	
<b>2.6 Environmental health (water and sanitation for rising urban centers)</b>							
Awareness creation campaigns about water and sanitation for rising urban centers	15	15	20	20	20	90	
Conduct advocacy and awareness events – public hearings, conferences, seminars in-lieu of about water and sanitation	20	20	20	15	20	95	
Invest in micro water and sanitation schemes to act as a model for other raising urban areas within operational districts	60		90	100	90	340	
<b>2.7 Support UWA in human-wildlife conflict management</b>							
Construct live traps for vermin species	25	35	35	50	40	185	
Support communities planting nonpalatable crops along park boundaries	50	80	80	85	85	380	
Establish apiary projects along park boundaries	25	50	50	70	35	230	
Facilitate community Human Gorilla (HuGo) conflict scouts and Human-Wildlife Conflicts management teams	20	40	45	60	50	215	
Invest in participatory resources management and resources access regimes including water within BMCA	15	15	45	60	20	155	
Support UWA in fighting invasive alien species within BINP and MGNP	30	50	90	95	60	325	
<b>Subtotal Pathway 2</b>	<b>690</b>	<b>695</b>	<b>980</b>	<b>960</b>	<b>795</b>	<b>4120</b>	
<b>Pathway 3: Research, Advocacy, and Information Dissemination</b>							
<b>3.1 Develop and implement BMCT Research Agenda</b>							
Develop BMCT research agenda	30					30	
Map out critical areas for undertaking research with the BMCT operational areas	15	15	15	20		65	
Partner with research institutions to carry out the required research within the BMCT operational areas		20	15	30	40	105	
<b>3.2 Strengthen Research and Advocacy Partnerships</b>							
Develop a Research and Advocacy Agenda		40	40			80	
Conduct an assessment of the impact of BMCT Batwa scholarship scheme	40					40	
Map out BMCT offers to partners and use them as selling points to new partners	10		20	20	15	65	
Sign Memoranda of Understanding with new partners with similar aspirations as BMCT		20	20	40		80	
Follow up on existing partnerships to identify areas of shortfalls that require improvement		15	15	45	15	90	

Strategies	Estimated Cost in UGX (Millions)						Total (UGX)
	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29		
<b>3.3 Develop and Implement advocacy plan</b>							
Develop and implement a BMCT' advocacy strategy	30	30					60
Partner with other stakeholders to lobby and advocate for the BMCT' development agenda	15	20	50	60	30		175
Engage relevant conservation and development stakeholders with empirical evidences on community conservation and development needs		15	16	17	17		65
<b>3.4 Rebrand and Promote BMCT</b>							
Develop and roll out a BMCT' brand strategy	15		45	22			82
Ensure quality in products and services offered to community members and partners (Match BMCT Promises to Actions)		10	15	15	15		55
Establish periodic brand feedback surveys on BMCT' operations, products and service offers		10	15	20	13		58
Develop and implement a BMCT' crisis management plan		10	15	20			45
Cobrand with existing renown national and regional related conservation and development institutions, organizations and agencies	10	30	50	60			150
<b>3.5 Develop and Implement BMCT Communication Strategy</b>							
Develop and implement a BMCT' communication strategy		15	15	20			50
Implement a corporate communication strategy		10	15	20			45
Implement a crisis management plan			30	30			60
<b>Subtotal Pathway 3</b>	<b>235</b>	<b>260</b>	<b>421</b>	<b>439</b>	<b>145</b>		<b>1500</b>
<b>Pathway 4: Partnerships and Collaborations</b>							
<b>4.1 Participate in national, regional and International environmental conservation activities</b>							
Participate in national environmental conservation campaigns	10	25	50	74	60		219
Participate in regional environmental conservation activities	15	30	60	70	55		230
Participate in international environmental conservation events	20	35	60	70	55		240
<b>4.2 Develop partnership arrangements with conservationists and other organizations by signing and implementing MOUs development</b>							
Map out BMCT' partnership needs and offers and use them as selling points to like-minded conservation and development institutions, organizations and agencies	10	10	10	20	15		65
Develop and sign Memoranda of Understanding with other conservation and development institutions, organizations and agencies	15	15	15	25	45		115

Strategies	Estimated Cost in UGX (Millions)					Total (UGX)
	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	
<b>4.3 Create of referral pathways and linkages for other services that BMCT cannot handle backyard gardening)</b>						
Undertake BMCT capacity analysis to identify product and service areas that BMCT cannot handle		20	30	30	30	110
Create referral pathways and linkages for other services that BMCT cannot handle	15	15	15	20	20	85
<b>4.4 Support communication and sharing conservation initiatives among stakeholders</b>						
Create a platform for communication		20	20		20	60
Create and support functioning of a multi-stakeholder platform to coordinate harmonized planning and stakeholder coordination in the BMCT operational areas		30	20	30	35	115
<b>4.5 Forming consortiums for proposal writing</b>						
Identify, map out and approach competent institutions and individuals in proposal writing	10	25	25	30	40	130
Develop and roll out a BMCT proposal writing strategy	20	10	40	20	10	100
Establish consortiums for proposal writing with competent institutions and individuals		50	50	60	80	240
<b>Subtotal Pathway 4</b>	<b>115</b>	<b>285</b>	<b>395</b>	<b>449</b>	<b>465</b>	<b>1709</b>
<b>Pathway 5: Institutional Systems and Capacity enhancement (Institutional efficiency)</b>						
<b>5.1 Strengthen BMCT Internal Planning Function</b>						
Develop and implement annual work plans (Annual Operating Plan)	10	10	10	15	20	65
Develop and implement quarterly and monthly workplans	10	10	10	15	20	65
<b>5.2 Strengthen BMCT Monitoring and Reporting system</b>						
Develop performance indicators for the different activities undertaken by the BMCT secretariat/ TAU guided by ToC	5	5	5	10	17	42
Conduct quarterly reviews and performance evaluations for the BMCT activities	10	10	10	15	20	65
Develop and share quarterly and annual report	10	10	10	15	20	65
Conduct mid-term and end term reviews for the BMCT activities during the planning period			30		70	100
Undertake adaptive implementation of the strategic activities in line with the reviews and performance evaluations		20	40	60	60	180
<b>5.3 Strengthen the financial resource base and management system</b>						
Operationalize the BMCT Resource mobilization guidelines	15	10	10	25	30	90
Strengthen the financial management function	15	15	15	20	26	91
<b>5.4 Strengthen the human resource function</b>						
Strengthen human resource planning	10		10	20	20	60

Strategies	Estimated Cost in UGX (Millions)						Total (UGX)
	2024/25	2025/26	2026/27	2027/28	2028/29		
Conduct a staff structure and competencies' analysis to enable delivery on the SP	40						40
Enhance the human resource management and control		20	20	25	25		90
Strengthen human resource reporting and feedback system		10	20	25	30		85
Strengthen the staff appraisal system	10	10	20	25	30		95
Enhance Human Resource Welfare and capacity		15	20	35	40		110
<b>5.5 Strengthen the administration function</b>							
Develop computerized records management systems		30	50	60	60		200
Enhance the procurement and disposal functionality		30	60	70	70		230
Enhance the internal audit and risk management function	10	40	55	60	65		230
Strengthen Internal M&E capacity			50	50	20		120
<b>5.6 Strengthen the administration function</b>							
Develop and implement stakeholder engagement framework	20	30	30	50	50		180
Review BMCT Board Charter/ policy to align Board roles and responsibilities to BMCT secretariat/ TAU aspirations		35	50	60	65		210
<b>5.7 Compliance and standard assurance audits on Gender and Equity (Inclusion)</b>							
Develop and Operationalise a Gender and Equity (inclusiveness) Action Plan in Conservation and Development	100	50	30	30	20		230
<b>Subtotal Pathway 5</b>	<b>265</b>	<b>310</b>	<b>525</b>	<b>655</b>	<b>758</b>		<b>2,413</b>
<b>SP Total (Thrusters)</b>	<b>2,085</b>	<b>2,110</b>	<b>3,192</b>	<b>3,100</b>	<b>3,120</b>		<b>13,607</b>
Direct program mgt costs (program staff, prog vehicles/ m/cycles)	366	366	366	366	366		366
<b>SP &amp; Prog mgt cost Total</b>	<b>2,451</b>	<b>2476</b>	<b>3,558</b>	<b>3466</b>	<b>3486</b>		<b>13,973</b>
Operational Costs(indirect- staff costs, office costs, TMB costs))	850	832.4	832.4	832.4	832.4		4,179.6
<b>Grand Total</b>	<b>3,301</b>	<b>3,308.4</b>	<b>4,390.4</b>	<b>4,298.4</b>	<b>4,318.4</b>		<b>19,617</b>

## 4.3 BMCT Financing Mechanisms

### 4.3.1 BMCT Existing Financing Sources

The current main funding sources for BMCT activities include endowment fund proceeds, rental income paid on BMCT properties, interest income, project funds, contributions and support, donations, proceeds from local investment in UAP and income received from disposal of BMCT assets. These funding sources have remained major financing mainstays for BMCT operations. It is therefore very important to continue capitalizing on them for continued service provision. However, there is need to review and strengthen BMCT's capacity to generate more investment capital through ensuring diversity of funding inflows and in the right portfolios. There is therefore need to establish more resource mobilization mechanisms in order to generate enough resources to facilitate successful implementation of the five-year strategic plan. In its current state, the strategic plan and BMCT's operating expenses draws from only four main funding categories including Endowment fund, grant income, rental income, and other revenues (UAP, Asset Disposal, Interest received) (see Table 4). This underpins the need for diversification of more sustainable funding sources such as streamlining and upscaling investment in sustainable funding sources such as increasing trust funding; investing in more viable business ventures as opposed to the current strategies being used, creating strong synergies with stakeholders and development partners as proposed among the key thrusts for this strategic plan.

**Table 5: BMCT Revenue Performance/ Income over the last 5 Years**

Revenue/ Income	FY2019/2020	FY2020/2021	FY2021/2022	FY2022/2023	FY2023/2024	Total
<b>Endowment Fund</b>	700,863,423	2,969,263,321	1,151,192,150	1,622,594,588	1,822,677,554	8,266,591,036
<b>Grant Income</b>	196,423,827	102,096,915	148,628,032	159,313,352	91,209,367	697,671,493
<b>Rental Income</b>	244,686,971	204,741,781	188,866,296	244,905,924	244,905,924	1,128,106,896
<b>Other incomes (UAP, Asset Disposal, Interest received)</b>	77,208,803	131,031,091	110,257,162	72,178,875	293,263,584	683,939,515
<b>Total</b>	<b>1,219,183,024</b>	<b>3,407,133,108</b>	<b>1,598,943,640</b>	<b>2,098,992,739</b>	<b>2,452,056,429</b>	<b>10,776,308,940</b>

### 4.3.2 Projected Income

The Trust will harness existing funding sources to kick start the implementation of the strategic plan. The sources of funds to finance this Strategic Plan will be sustainable income from the Trust fund, grants and donor support, proceeds from investment in UAP as well as income accruing on interest on endowment fund (Table 5). However, owing to uncertainties in the current funding sources, other sources will be sought out for and income generation is envisioned to increase (See Table 5).

**Table 6: BMCT Projected Income (2024/25-2028/29)**

<b>BMCT ESTIMATED INCOME FY 2024/2025 - FY 2028/2029</b>							
<b>Income/ Revenue</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>FY 2025/26</b>	<b>FY 2026/27</b>	<b>FY 2027/28</b>	<b>FY 2028/29</b>	
Contributions & Support							
Endowment Fund	1,822,677,554	2,969,999,376	2,969,999,376	2,969,999,376	2,969,999,376	2,969,999,376	2,969,999,376
Rental Income	244,905,924	251,957,592	21,817,579	21,817,579	21,817,579	21,817,579	21,817,579
Interest Received	13,168,137	21,817,579	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Other Income (Disposal of BMCT Assets)	106,665,200	50,000,000	0	0	0	0	0
Balances as at end of FY2022/23	85,558,818	495,741,193	394,648,029	394,648,029	394,648,029	394,648,029	394,648,029
Sub-Total Project Funds	2,272,975,633	3,789,515,740	3,257,969,376.00	3,257,969,376.00	3,257,969,376.00	3,257,969,376.00	3,257,969,376.00
SEREB - MUST Project	32,876,020	-	-	0.00	0.00	0.00	0.00
Swarowski	20,000,000	-	-	0.00	0.00	0.00	0.00
TUNADO	38,333,347	31,426,265	-	0.00	0.00	0.00	0.00
<b>Sub-Total</b>	91,209,367	31,426,265	0.00	0.00	0.00	0.00	0.00
Local Investment Income (UAP)	87,871,429	93,175,063	93,175,063	93,175,063	93,175,063	93,175,063	93,175,063
<b>Total Income/Revenue</b>	<b>2,452,056,428.73</b>	<b>3,914,117,068</b>	<b>3,491,640,047</b>	<b>3,491,640,047</b>	<b>3,491,640,047</b>	<b>3,491,640,047</b>	<b>3,491,640,047</b>

#### 4.4 Proposed Resource Mobilization Mechanisms

For BMCT to raise the revenues above, special initiatives will be used. Some of these have been used and proven to give commendable results:

- Development of more fundable proposals to existing development partners and new agencies
- Development of strategic partnerships with key conservation and development players and civil society organizations to invest in some of specified interventions
- Strategic partnerships with local governments in the BMCT areas of operation to support implementation of some of the specified interventions
- Exploring linkages with partner organizations and lobbying for more resources to implement the activities spelt out in this plan e.g.
  - This can include exploring existing ties with donors as well as appealing to new funders, amongst others.
- Developing joint partnership/ MoUs for joint funding of priorities, sourcing for funding, among others



## 5.0 MONITORING AND EVALUATION

Successful implementation of the BMCT strategic plan will require constant monitoring and periodic evaluation using clearly set targets and performance indicators. This will be done to ascertain the level of achievement of the desired outcome as well as ensuring that BMCT stays on course of the desired Long-Term Outcome. This therefore requires approaches, methods and underlying strategies that will be used to monitor and evaluate the implementation process in-lieu of attaining the desired change of the Strategic Plan. Implementation arrangements, key stakeholder roles and responsibilities, coordination and engagement approaches, monitoring and evaluation as well as the implementation schedule of the plan are therefore highlighted in the subsequent sections.

### 5.1 BMCT Strategic Plan Review and Evaluation

The Monitoring and Evaluation framework for the strategic plan is aimed at providing a periodic measurement and analysis of information on the progresses and trends whilst implementing the strategic plan. This is done to allow for adoptive implementation of the strategic plan especially in instances where problem areas are identified while implementing the strategic plan. It helps in identifying the gaps to address, success areas to consolidate, generate information to inform budgeting and work planning, resource allocation and mobilization, reporting, accountability, decision making, and management.

Monitoring and Evaluation of this strategic plan will involve reviews, reflections, and evaluation of priority area interventions as per set indicators. This process will be participatory including other stakeholders, BMCT secretariat and may from time to time be facilitated by consultants as need may arise.

The monitoring and evaluation framework for the strategic plan will focus on:

- Promoting accountability for achievements on strategic thrusts through the assessment of outputs and results as per specified indicators

- Promoting learning, feedback, and information sharing on results and lessons learned during the strategic plan implementation among BMCT Technical Administrative Unit (TAU)/ secretariat and implementing partners

- Providing the TAU/ secretariat with the information needed to guide strategic plan implementation towards achieving its Long-Term Outcome

- Ensure accountability and value for money (upward accountability to BMCT Board of Trustees and funders) and downward to partners and stakeholders at large.


- Provide a basis for systematically collecting and analyzing information on the changes arising from the proposed strategic plan activities.

- Provide for an early contingency plan (adaptive implementation) for the likely problematic activities and processes that need corrective action(s).

### 5.2 Annual Planning and Reporting

The BMCT strategic plan will be implemented in five years, and the Trust Administrator, who in accordance with





this plan serves as an accounting officer, will be in charge of TAU, a team tasked with working together to execute the plan's implementation processes. In order to guarantee appropriate alignment and sequencing of activities, BMCT must develop a thorough operational and/ or year planners for each operational unit in order to operationalize the strategic plan. The TAU/ secretariat will conduct frequent meetings as part of monitoring in order to continuously assess progress and implement corrective actions as needed.

### 5.3 Reviews and Evaluations

BMCT monitoring and evaluation framework provides for compulsory annual, midterm review and end of strategic plan reviews and evaluations. These will systematically and objectively assess relevance, performance, successes, or constraints and impediments that need to be addressed. Relevant data will be collected, analyzed, recommendations drawn and decisions about changes to the proposed actions made. The quarterly, annual, and midterm performance reviews will be done internally by the TAU/ secretariat guided by the Trust Administrator. The end of strategic plan evaluation will be done in the fifth year by an external consultant. At the start of strategic plan implementation, there is a need to take a record of baseline information as it will be useful in performance reviews later.

Reviews and evaluations will;

- Provide information on what worked,
- Provide information what did not work,
- Provide information on the underlying reasons,
- Judge the efficiency, consistency, effectiveness, relevance and sustainability of each strategic thrust, and

Assist learning and accumulating knowledge for better performance and implementation processes.

### 5.4 BMCT Strategic Plan Information Sharing and Institutional Roles

BMCT strategic plan effective implementation will go hand in hand with information sharing and stakeholder coordination. These require a robust communication strategy anchored on multifaceted communication techniques that will facilitate creation of strong BMCT stakeholder relations. Different stakeholders require different communication techniques based on their roles, backgrounds, interests, perceptions, attitude, powers, influence and nature of work. Key stakeholder roles and or interests were therefore mapped and presented in Table 6. This was done to reinforce the communication and information sharing techniques as well as stakeholder engagements for effective implementation of the BMCT strategic plan.



Stakeholder	Roles and Responsibilities
<b>Ministry of Lands Housing and Urban Development</b>	<ul style="list-style-type: none"> <li>i. Policy guidance and alignment of BMCT Priorities to national development plans, policies and strategies</li> <li>ii. Develop and enforce national development policies, regulations and guidelines</li> <li>iii. Provide policy oversight and supervision for all national developments</li> <li>iv. Develop and implement regulations, standards and guidelines that BMCT ought to adhere to while implementing the strategic plan</li> <li>v. Undertake lobbying and advocacy activities at the highest political level to support flourishing of BMCT priorities to community members</li> </ul>
<b>Ministry of Tourism, Wildlife and Antiquities</b>	<ul style="list-style-type: none"> <li>i. Develop and enforce national wildlife conservation policies, regulations and guidelines</li> <li>ii. Provide policy oversight and supervision for all national wildlife conservation related developments</li> <li>iii. Develop and implement regulations, standards and guidelines on community-based tourism initiatives</li> <li>iv. Lobby Government tourism stakeholders to support the implementation of the BMCT strategic interventions related to tourism and conservation</li> <li>v. Strengthen and reorganize BMCT’s concerted efforts towards conservation efforts in the BMCT areas of operation</li> <li>vi. Undertake lobbying and advocacy activities at the highest political level in the country to support a BMCT operation environment amongst partners</li> <li>vii. Plan and develop tourism infrastructure to promote community tourism initiatives</li> </ul>



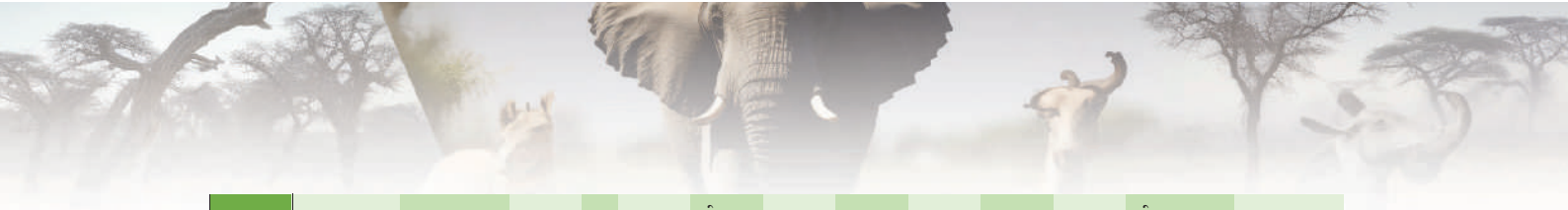
<b>Uganda Tourism Board (UTB)</b>	<ul style="list-style-type: none"> <li>❖ Develop and undertake tourism marketing strategies and activities to promote community tourism initiatives</li> <li>❖ Encourage and attract tourism investment in community tourism initiatives</li> <li>❖ Enforce and monitor standards in the tourism sector; inspect, register, license and classify community-based tourism facilities and services</li> </ul>
<b>Uganda Wildlife Authority (Especially BMCA)</b>	<ul style="list-style-type: none"> <li>• Protect and enhance the BMCA ecological integrity</li> <li>• Work with BMCT to develop conservation and development initiatives that are mutually beneficial for communities</li> <li>• Support BMCT in Human-Wildlife Conflict management</li> <li>• Facilitate BMCT engagements with CBTEs</li> <li>• Support BMCT in community conservation awareness, resource access and sustainable natural resource use practices in BMCT operational areas</li> </ul>
<b>District Local Governments</b>	<ul style="list-style-type: none"> <li>✦ Develop ordinances and by-laws to facilitate a favourable community conservation and development</li> <li>✦ Ensure holistic and coordinated planning for all communities</li> <li>✦ Enforce regulations for development programmes including community-based initiatives, tourism enterprises/ businesses</li> <li>✦ Undertake quality assurance for community products and services</li> <li>✦ Develop infrastructure, amenities and services that fuel community development and conservation</li> <li>✦ Support and stimulate community participation in conservation and development</li> <li>✦ Promote opportunities for CBTEs and community development in general</li> </ul>
<b>Community members</b>	<ul style="list-style-type: none"> <li>(i) Embrace BMCT community targeted initiatives that are meant to spur development and sustainable natural resource use</li> <li>(ii) Participate in BMCT planned activities within the frame of implementation of the strategic plan.</li> <li>(iii) Lobby BMCT and other development partners for sustainable development and conservation</li> <li>(iv) Support, back and attend BMCT activities</li> </ul>
<b>Development partners and donor organizations</b>	<ul style="list-style-type: none"> <li>⋄ Support the BMCT conservation and development priorities and interventions in development</li> <li>⋄ Support BMCT proposed community livelihood enhancement and capacity building initiatives</li> <li>⋄ Draw donor funding and investment capital</li> <li>⋄ Support BMCT in her areas of deficiency such as research, invasive species eradication, etc.</li> </ul>

## 5.5 Monitoring and Evaluation Logical framework

In order to identify problem areas and gaps to fill, success areas to consolidate, and to generate information to inform budgeting, work planning, resource allocation, mobilization, reporting, accountability, decision-making, and management, the monitoring and evaluation framework for this strategic plan provides a periodic measurement as presented in Table 7.

**Table 8: BMCT Monitoring and Evaluation Template**

Logical Intervention	Key Performance Indicators	Targets						Implementing Partners
		Baseline	2024/25	2025/26	2026/27	2027/28	2028/29	
Long Term Outcome Resilient communities and indigenous peoples that conserve and sustainably utilize the environment and natural resources around the BMCA	Economically empowered communities	TBD	5%	8%	10%	12%	15%	Communities, UWA, MTWA, MLHUD, UTB, UCOTA, DPs
	Self-sustaining and flourishing communities	TBD (Qualitative)						DPs, UWA, Communities, MTWA, MLHUD, UTB, UCOTA
	Increased Environmental conservation	TBD (ITFC, UWA, GVTIC, IGCP)	0	0	0	0	0	Communities, UWA, MTWA, UTB
	Harmonious human wildlife coexistence	TBD						Communities, UWA, MTWA, UTB, UCOTA
	Self-Sustaining BMCT Secretariat	85%	88%	90%	91%	92%	94%	DPs, UWA, MTWA, MLHUD, MWE, MTWA
	Invest in Community Capacity Development	1.5bn	2bn	2bn	2bn	2bn	2bn	DPs, UWA, Communities, MTWA, MLHUD, UCOTA
	Encourage Value Addition for locally produced products	2%	5%	8%	10%	11%	12%	MAAIF, DPs, UWA, Communities, UCOTA
	Invest in Market Linkages for target community produce	1%	2%	4%	5%	6%	7%	MAAIF, DPs, UWA, Communities, MTWA, UTB, UCOTA
	Invest in sustainable Conservation Development and Business (CODAB) projects	11.4M	120M	140M	150M	180M	200M	DPs, LGs
	Support the Education of the Disadvantaged and indigenous community groups							
Environmental Conservation	Promote fuel-efficient technologies (biogas, energy-saving stoves, solar)	348 Stoves	358	368	378	388	398	MWE, DPs, UWA, Communities



Logical Intervention	Key Performance Indicators	Targets					Implementing Partners	
		Baseline	2024/25	2025/26	2026/27	2027/28		2028/29
Pathway 3 Research, Advocacy, and Information Dissemination	Promote soil and water conservation technologies and sustainable land management	11 Acres	16	21	26	31	36	MWE, NFA, DPs, UWA, Communities
	Promote climate-smart agriculture (agroforestry, green enterprises, backyard gardening)	TBD						MAAIF, NFA, MWE, DPs, Communities
	Popularize Community Forestry (Agroforestry, fruit tree planting)	TBD (Fruit trees)						MWE, DPs, MAAIF, Communities
	Promote rainwater harvesting technologies	135 tanks						MWE, Communities, DPs
	Environmental health (water and sanitation for rising urban centers)	TBD						MWE, DPs, Communities
	Support UWA in human-wildlife conflict management	Various						UWA, MTWA, Communities, HuGo groups
	Develop and implement BMCT Research Agenda							ITFC, UWA, DPs, MUST, Academia
	Strengthen Research and Advocacy Partnerships	TBD						ITFC, UWA, DPs, MUST, Academia
	Develop and Implement advocacy plan	One						ITFC, UWA, DPs, MUST, Academia
	Rebrand and Promote BMCT	TBD						ITFC, UWA, DPs, MUST, Academia
Pathway 4 Partnerships and Collaborations	Develop and Implement BMCT Communication Strategy	One						ITFC, UWA, DPs, MUST, Academia
	Participate in national, regional and International environmental conservation activities	4 National & 4 International						UWA, UCOTA, UTB, MWE, NFA, DPs
	Develop partnership arrangements with conservationists and other organizations by	5	6	7	8	9	10	DPs, ITFC, TUNADO, Swarovski

Logical Intervention	Key Performance Indicators	Targets					Implementing Partners
		Baseline	2024/25	2025/26	2026/27	2027/28	
Pathway 5 Institutional monitoring, strengthening and sustainability pathway (Institutional Efficiency)	signing and implementing MOUs development						
	Create referral pathways and linkages for other services that BMCT cannot handle	TBD					ITFC, MUST, Academia
	Support communication and sharing conservation initiatives among stakeholders	TBD					UWA, UCOTA, DPs, Communities
	Forming consortiums for proposal writing	1	1	1	1	1	ITFC, UWA, DPs, MUST, Academia
	Develop and implement annual work plans	1	1	1	1	1	UWA, ITFC
	Conduct periodic monitoring	4	4	4	4	4	ITFC, UWA, DPs, MUST, Academia
	Develop and Implement advocacy plan	0	1	-	-	-	UCOTA, ITFC, UWA, DPs, MUST, Academia, Communities
	Develop and implement stakeholder engagement framework	0	-	1			DPs, MGLSD, MTWA, UWA, ITFC, Academia, Communities
	Review and implement a prudent staffing structure						MTWA, UWA, ITFC, Academia, Communities
	Implement a resource mobilization strategy	0	1				UWA, ITFC

# 6.0 APPENDICES

## Appendix 1: List of Stakeholders Consulted

S/No	Name	Institution represented
1.	Wilberforce Tumwesigye	BMCT
2.	Allan Ahimbisibwe	BMCT
3.	Aulea Kyarimpa	UWA-MGNP
4.	Benon Muhwezi	Kisoro DLG
5.	Boniface Turyasingura	UWA
6.	Chelsea Mutoni	BMCT
7.	Claire Kahunzire	BMCT
8.	Dennis Babaasa	ITFC
9.	Dewis Mucunguzi	AICM
10.	Emmanuel Akamba	UPC
11.	Eualice Barisimaki	BMCT
12.	Francis Byamukama	LCSC-Kanungu
13.	George Agaba	Kanungu DLG
14.	Godfrey Muhumuza	BMCT
15.	Godfrey Wabwire	AWCC
16.	Godwin Nkwaliabwe	Kanungu DLG
17.	Gustine G. Okullai	UWA-MGNP
18.	Henry Mutabazi	IGCP
19.	John Nareeba	BMCT
20.	Joseph Chance	UWA-BINP
21.	Jovahn Turyamureeba	BDP
22.	Martin Tukwasibwe	BMCT
23.	Moses Ahimbisibwe	BMCT
24.	Nelson Bazamanza	LCSC, Kisoro
25.	Paul Ahabwe	Kanungu DLG
26.	Phares Kakuru	BMCT
27.	Richard Habongishe	DPO-Kisoro
28.	Ruth Abaaba Uweru	BMCT
29.	Sabiiti Tesphil	Rubanda DLG
30.	Sam Niyonzima	Kisoro DLG
31.	Scorah Tumwebaze	BMCT
32.	Sharon Kabalokole	BMCT
33.	Simon Nshimiyimana	UWA-MGNP
34.	Stephen Tumusiime	BMCT
35.	Vincent Mudanga	Kisoro DLG
36.	W. Mukandinda	UOBDU
37.	Agatha Twinomugisha	BMCT
38.	Yafesi Akampurira	Kanungu DLG

## APPENDIX 2. LEAD IMPLEMENTING PARTNERS

- i. Academia
- ii. Civil Society Organizations
- iii. Community Based Tourism Enterprises (CBTEs)
- iv. Development Partners (DPs.)
- v. Institute of Tropical Forest Conservation (ITFC)
- vi. Kanungu District Local Government
- vii. Kisoro District Local Government
- viii. Local communities
- ix. Mbarara University of Science and Technology (MUST)
- x. Ministry of Gender, Labor and Social Development (MOGLSD)
- xi. Ministry of Tourism, Wildlife and Antiquities (MTWA)
- xii. Private Sector Foundation Uganda (PSFU)
- xiii. Rubanda District Local Government
- xiv. Uganda Tourism Board (UTB)
- xv. Uganda Wildlife Authority (UWA)





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