



# Uganda

## Increasing Wildlife Club Effectiveness

**In 1999**, USAID/Uganda asked GreenCOM to provide short-term technical assistance to help the Wildlife Clubs of Uganda develop a five-year strategic environmental education plan. The WCU was formed in the 1970s to address rampant wildlife poaching. Over time its focus shifted to environmental education for behavior change. Although the organization experienced some success in its programs, USAID and WCU leaders felt that its vision should be more focused to achieve maximum impact.



### *Strategy Development*

To understand WCU's background and current situation, GreenCOM conducted a review of the organization's materials and interviewed staff members, club leaders, and members of the board of trustees. After gathering information about current operations, GreenCOM facilitated a three-day participatory workshop to help staff members formulate an organizational development strategy for the next five years.

The draft strategy produced by workshop participants consisted of five areas of action for the period from 1999 to 2004:

- 1. Concentrate on school-based environmental education.** Conduct an extensive assessment to identify environmental education needs in Ugandan primary and secondary schools. Devise school-based interventions implemented by clubs throughout the country.
- 2. Promote staff professional development and decentralize operations.** Provide staff with formal training in project management and environmental education. Open three regional offices in addition to the headquarters in Kampala to promote regional management of clubs.



*By exploring the past accomplishments of the organization and its current capabilities, GreenCOM was able to help staff develop a plan for increasing the overall effectiveness of their work.*

- 3. Enhance training-of-trainers program.** Strengthen WCU's training portfolio by focusing on participatory methods for developing environmental education curricula and materials.
- 4. Strengthen networks to leverage resources.** Establish an advisory board to seek partnerships with private corporations, universities, mass media, government agencies, and NGOs. Collaborate with other institutions to share financial costs and implement large-scale, sustainable activities.

- 5. Monitor and evaluate progress.** Develop a plan for gauging progress as the strategic plan is implemented and revise the plan periodically to reflect members' changing needs.

GreenCOM's mandate was to help the WCU hone its strategic focus. By exploring the past accomplishments of the organization and its current capabilities, GreenCOM was able to help staff develop a plan for increasing the overall effectiveness of their work.

## *Selected Publications and Products*

Ndayitwayeko, Albert, and Brian A. Day. *Wildlife Clubs of Uganda (WCU) Environmental Education & Communication Five Year Strategic Plan Draft*. Washington, DC: Academy for Educational Development, 1999.



**GreenCOM**

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