



STRATEGIC PLAN

2023-2028

LETTER FROM THE FOUNDER & CEO



WE BELIEVE THAT THE PLAN NOT ONLY ILLUSTRATES OUR FUTURE AMBITIONS BUT ALSO HONORS OUR ROOTS AS PIONEERS AND LEADERS IN THE ONE HEALTH APPROACH.

Together with my fellow founders of Conservation Through Public Health (CTPH), I am thrilled to present our new five-year strategic plan, which will guide our activities from 2024 to 2028. The timing of this strategic plan is particularly poignant, as we are launching it in the year of the organization's 20-year anniversary. When we established CTPH in 2003, with Lawrence Zikusoka, Stephen Rubanga, and Emmanuel Kityo, our logistics assistant who is still a loyal employee, we didn't know what the future held for the organization.

Nevertheless, we were compelled to act against the threats that we witnessed impacting the survival of mountain gorillas, which were critically endangered at the time. In 1996, while working as the first veterinarian for the Uganda Wildlife Authority (UWA), I led a team investigating a fatal outbreak of scabies disease among the mountain gorillas of Bwindi Impenetrable National Park (BINP). The outbreak was contained only after the treatment of several gorillas. Tragically, however, one infant gorilla did not survive. The source of infection was later traced to human populations living on the outskirts of the park. Among the most impoverished communities in Uganda, with very limited health services and livelihood opportunities, people living around Bwindi posed an imminent—albeit unbeknownst to them for the most part—threat to the continued survival of the mountain gorillas and their habitat, including due to the spread of zoonotic diseases, bushmeat poaching, and illegal fuelwood collection. Research we conducted in 2001 and 2002 with cofounder Stephen Rubanga and other researchers found that tuberculosis was prevalent in people going close to gorillas at BINP, as well as in buffalo, cattle, and people in and around Queen Elizabeth National Park, who have inadequate access to health and other social services. We recognized that biodiversity conservation would not be possible without simultaneously improving the health of wildlife, people and their livestock and uplifting the well-being and livelihoods of the human populations living in proximity to the gorillas and other wildlife, and we established CTPH to do just that.

We held a strategic planning and stakeholders' consultation workshop in 2003 at the Institute of Tropical Forest Conservation

in Ruhija, the main research site of Bwindi Impenetrable National Park, to launch this new idea. We considered the stakeholders who joined us for this historic workshop to be the founders of CTPH. Their ideas and insights set us on a collaborative path to build the case for health as a viable integrated conservation and development intervention. It has been a truly worthwhile journey discovering the potential of One Health, which addresses the health of people, animals and the environment together to enable coexistence between people and wildlife, and we have learned a lot. It is, therefore, with both pride and excitement that we launch this new 5-year strategic plan 20 years later.

We believe that the plan not only illustrates our future ambitions but also honors our roots as pioneers and leaders in the One Health approach. In CTPH's early years, we were one of the only organizations acting at the nexus of human and wildlife health and well-being. The field has since gained recognition and momentum, not least following the onset of the COVID-19 pandemic, which highlighted the massive risks associated with zoonotic disease transmission between people and wildlife. Our 2023–2028 strategic plan sets out our intention to remain at the forefront of the field by consolidating the CTPH approach and model and by sharing our experiences and lessons learned with partner organizations across Africa for easier



scale-up and expansion. Despite increasing global awareness of the importance of an integrated, One Health approach, our model remains unique. It is firmly community-led and community-driven, making it a practical, sustainable, and appropriate model for replication across rural communities surrounding gorilla and other wildlife habitats in Africa.

Our livelihoods work has also expanded in recent years, including with the establishment of our social enterprise, Gorilla Conservation Coffee, in 2015. We look forward to further expanding Gorilla Conservation Coffee's reach and impact to support more smallholder coffee farmers on the outskirts of Bwindi and other gorilla habitats to realize the benefits of the growing global sustainable-coffee market. We give farmers in sub-counties bordering Bwindi Impenetrable National Park above-market prices for premium and specialty coffees, and a donation from every bag of coffee sold helps sustain community health, gorilla health, and CTPH's conservation education programs.

Mountain gorillas are the only gorilla subspecies currently showing a positive population growth trend, leading to their reclassification by the International Union for Conservation of Nature (IUCN) from critically endangered to endangered in 2018. CTPH is thrilled to have contributed to this achievement that has seen their numbers increase from 650 in 1997 to 1,063 in 2018, which is all the more remarkable given that they were once predicted to be extinct by the turn of the millennium. Despite this, however, they remain threatened, including as a result of continued high human population growth, associated competition for natural resources, human-wildlife conflict, and pervasive poverty, which drives harmful human behaviors, as well as newer threats such as the increasingly clear impacts of climate change and the continued risk posed by zoonotic disease transmission, an issue that is a main focus of CTPH.

As laid out in this 2023–2028 strategic plan, CTPH will continue to address these and other emerging threats to gorillas and other wildlife, to support their continued growth, and will do so by maintaining its central vision of improving the health of animals as well as the well-being of humans who share habitats with wildlife.

Thank you all for the great support that has enabled CTPH to reach its 20th anniversary.

Gladys Kalema-Zikusoka

Dr. Gladys Kalema-Zikusoka
Founder and CEO
Conservation Through Public Health



EXECUTIVE SUMMARY

Conservation Through Public Health (CTPH) is a Ugandan grassroots non-governmental organization and US registered non-profit organization, established in 2003 based on the experiences of Ugandan wildlife veterinarian Dr. Gladys Kalema-Zikusoka.

CTPH promotes biodiversity conservation by enabling people, gorillas, and other wildlife to coexist. CTPH has had considerable achievements to date, including being not only a pioneer in integrated approaches to conservation and public health but also a recognized leader in Uganda for implementing One Health approaches for protecting humans and wildlife from zoonotic diseases. Other notable achievements include the establishment of regular gorilla health monitoring, the first One Health field laboratory at Bwindi Impenetrable National Park; improved hygiene, sanitation, and adoption of family planning methods in local communities; a reduction in the transmission of diseases from humans to gorillas; reduced human and wildlife conflict; improved tourism management at Bwindi Impenetrable and Mgahinga National Parks to protect gorillas; successful advocating for increased and more equitable sharing of tourism revenue with communities; and the creation of the social enterprise Gorilla Conservation Coffee. This has helped contribute to the positive growth trend in the mountain gorilla population, working alongside the government, local communities, other NGOs, and the private sector.

CTPH will achieve these goals by ensuring that its team is adequately equipped and motivated, with clear organizational structures and procedures, to ensure that its vision and mission are realized. CTPH will implement its strategy by optimizing team development and organizational structures, strengthening communications and knowledge management, achieving financial sustainability, and strengthening long-term strategic partnerships with key stakeholders, the government, local communities, local NGOs, research and academic institutions, tour companies, and other corporate entities, as well as other like-minded organizations. CTPH envisions a thriving gorilla population with thriving local communities. CTPH's theory of change describes how it systematically approaches gorilla conservation by improving gorilla health, community health, and alternative livelihoods. CTPH's evidence-based activities have shown that these approaches collectively lead to reduced incidents and transmission of zoonotic diseases and reduced

conflict between people and wildlife, ultimately ensuring that healthy wildlife, healthy communities, and improved well-being contribute to a more secure future for gorillas and their habitats. CTPH's community-led conservation efforts are complemented by strong internal and external communications, stakeholder coordination, and collaboration with local communities, like-minded organizations, and the government, resulting in the strengthening of the internal and external capacity to achieve our goals.

DURING THE NEXT FIVE YEARS, CTPH WILL FOCUS ON :

1.

Reduce the incidence of zoonotic diseases by increasing gorilla health monitoring and surveillance and upgrading the Gorilla Health and Community Conservation Centre to become a regional center of excellence for zoonotic disease surveillance and management, continuously sharing knowledge and disease surveillance information to provide timely and evidence-based responses to relevant stakeholders.

2.

Improve the health and well-being of communities by improving integrated Population, Health, and Environment (PHE) models; providing basic health services at the household level; and strengthening, sustaining, and motivating Village Health and Conservation Teams (VHCTs).

3.

Strengthen community participation in conservation by increasing gender equity through increased participation of women in the conservation of gorillas and other wildlife, engaging young people as conservation leaders to foster conservation mindsets, and providing financial incentives for Human-Gorilla Conflict Resolution Teams (HUGOs), VHCTs, community animal health workers (CAHWs), and reformed poachers to support conservation efforts.

4.

Increase uptake of One Health approaches in environmentally important landscapes by developing and growing partnerships with relevant stakeholders at all levels in and around Uganda to integrate and implement One Health as a conservation and development approach, strengthen the capacity of existing potential and relevant stakeholders to implement the One Health approach, and advocate for policy reform to adopt the One Health approach to conservation.

5.

Nurture gorilla conservation social enterprises by promoting a positive mindset toward conservation and valuing gorillas and supporting coffee farmers around BINP to increase their production and productivity through Gorilla Conservation Coffee.

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DESCRIPTION OF THE ONE HEALTH APPROACH

According to the World Health Organization, “One Health is an integrated, unifying approach that aims to sustainably balance and optimize the health of people, animals and ecosystems. It recognizes the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and inter-dependent. The approach mobilizes multiple sectors, disciplines and communities at varying levels of society to work together to foster well-being and tackle threats to health and ecosystems, while addressing the collective need for clean water, energy and air, safe and nutritious food, taking action on climate change, and contributing to sustainable development.”¹

DESCRIPTION OF THE POPULATION HEALTH AND ENVIRONMENT APPROACH

According to USAID, Population Health, and Environment (PHE) “projects acknowledge and address the complex connections between humans, their health, and their environment. With the underlying philosophy being fundamentally one of integration, the key objective of these projects is to simultaneously improve access to health services while also helping communities manage their natural resources in ways that improve their health and livelihoods and conserve the critical ecosystems they depend upon.” Additionally, “PHE projects can also meet communities’ needs and improve their commitment to well-managed natural resources. When family planning information and services are widely available and accessible, couples are better able to achieve their desired family size. This not only directly impacts the families, but also contributes to better management and conservation of natural resources and eases population pressures on local ecosystems.”²

¹ World Health Organization, “Tripartite and UNEP support OHHLEP’s definition of ‘One Health,’” news release, December 1, 2021, <https://www.who.int/news/item/01-12-2021-tripartite-and-unep-support-ohhlep-s-definition-of-one-health>.

² USAID, “Population, Health, and Environment,” <https://www.data4impactproject.org/prh/health-service-integration/population-health-and-environment/>.



ACHIEVEMENTS

› Pioneered a One Health approach to conservation and public health:

CTPH is recognized as a leader in Uganda in One Health approaches to protect wildlife from zoonotic diseases and other threats. With the primary concern being the conservation of gorillas, CTPH recognized that addressing threats of zoonotic diseases, poverty, and high human population growth requires veterinarians, public health and development specialists, and ecologists to coordinate their efforts. In the process, CTPH has set up one of the first One Health field programs in the world, helped mainstream veterinary services in wildlife conservation in Uganda, and raised awareness of the interconnectedness between public health and wildlife conservation.

› Reduced the transmission of diseases from humans to gorillas:

In 1996 and again in 2000 and 2001, there were scabies outbreaks among mountain gorillas. The disease was traced to local communities in the area.³ Gorillas most likely came into contact with contaminated clothing on scarecrows erected to scare away gorillas, baboons, and other wild animals in community gardens, enabling the scabies mites to spill over from humans to the critically endangered mountain gorillas. Since 2002, there has not been a known fatal outbreak of community transmission of human-related disease among mountain gorillas, thanks to a large extent to efforts by CTPH. As well as ongoing disease monitoring and treatments, even during the COVID-19 pandemic, initiatives led by CTPH and partners helped reduce mountain gorillas' exposure to human and livestock diseases.

› Improved hygiene, sanitation, and adoption of family planning methods.

Village Health and Conservation Teams have improved the hygiene and sanitation practices of local communities around Bwindi. Family planning interventions have increased women's access to and adoption of modern contraceptive methods. The areas targeted by CTPH have a larger increase and proportion of women using modern contraceptives than the Ugandan national average in rural areas.³

› Improved national park management to protect gorillas:

Besides monitoring gorillas and disease surveillance through collecting faecal samples, CTPH has contributed to improving park management protocols and guidelines. CTPH played a critical role in developing and updating gorilla trekking rules and regulations, particularly during the COVID-19 pandemic. The aim is to ensure that management activities, including tourism, are not impacting mountain gorillas through highly contagious zoonotic diseases.

› Increased the mountain gorilla population: :

The population of mountain gorillas in Bwindi Impenetrable National Park has increased from 320 to 459 since 2003. Overall the population of mountain gorillas increased from 700 to 1,063 (including those residing in Volcanoes National Park in Rwanda and Virunga National Park in the Democratic Republic of the Congo), which led IUCN to downgrade the species from critically endangered to endangered in 2018. This critical success is owed to the efforts of many players and interventions, including improved management of zoonotic diseases (a significant threat to gorillas), for which CTPH plays a leading role.

› Influenced the sharing of park revenue with communities:

CTPH, with partners, has managed to influence the government to share significant revenue from gorilla tourism at Bwindi Impenetrable and Mgahinga National Parks, where mountain gorillas are found. Uganda Wildlife Authority shares 20 percent of the entrance fee (US\$40 for foreign nonresidents) with neighboring communities. In addition, US\$10 out of a US\$700 gorilla permit for foreign nonresidents is paid as a gorilla levy set aside for local communities.

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› Established the first One Health field laboratory at Bwindi Impenetrable National Park:

CTPH succeeded in setting up the first-of-its-kind field laboratory at the Gorilla Research Clinic at Buhoma, Bwindi, which was later expanded to the Gorilla Health and Community Conservation Centre. The field laboratory has enabled timely processing of samples from gorillas and has improved disease monitoring and treatments at the human-gorilla-livestock interface..

› Created Gorilla Conservation Coffee:

CTPH created the social enterprise Gorilla Conservation Coffee to provide sustainable financing for conservation. The social enterprise works with smallholder coffee farmers around Bwindi to promote sustainable agricultural practices and market linkages. Gorilla Conservation Coffee pays a premium price of \$0.5 above the market price per kilogram of premium or specialty green coffee. This income reduces the farmers' dependence on the forest for food and fuelwood. \$1.50 per kilo of roasted coffee and \$0.25 of green coffee sold is donated to support gorilla conservation efforts where CTPH works.

³ Kalema-Zikusoka et al. 2021, National Population Council 2019.

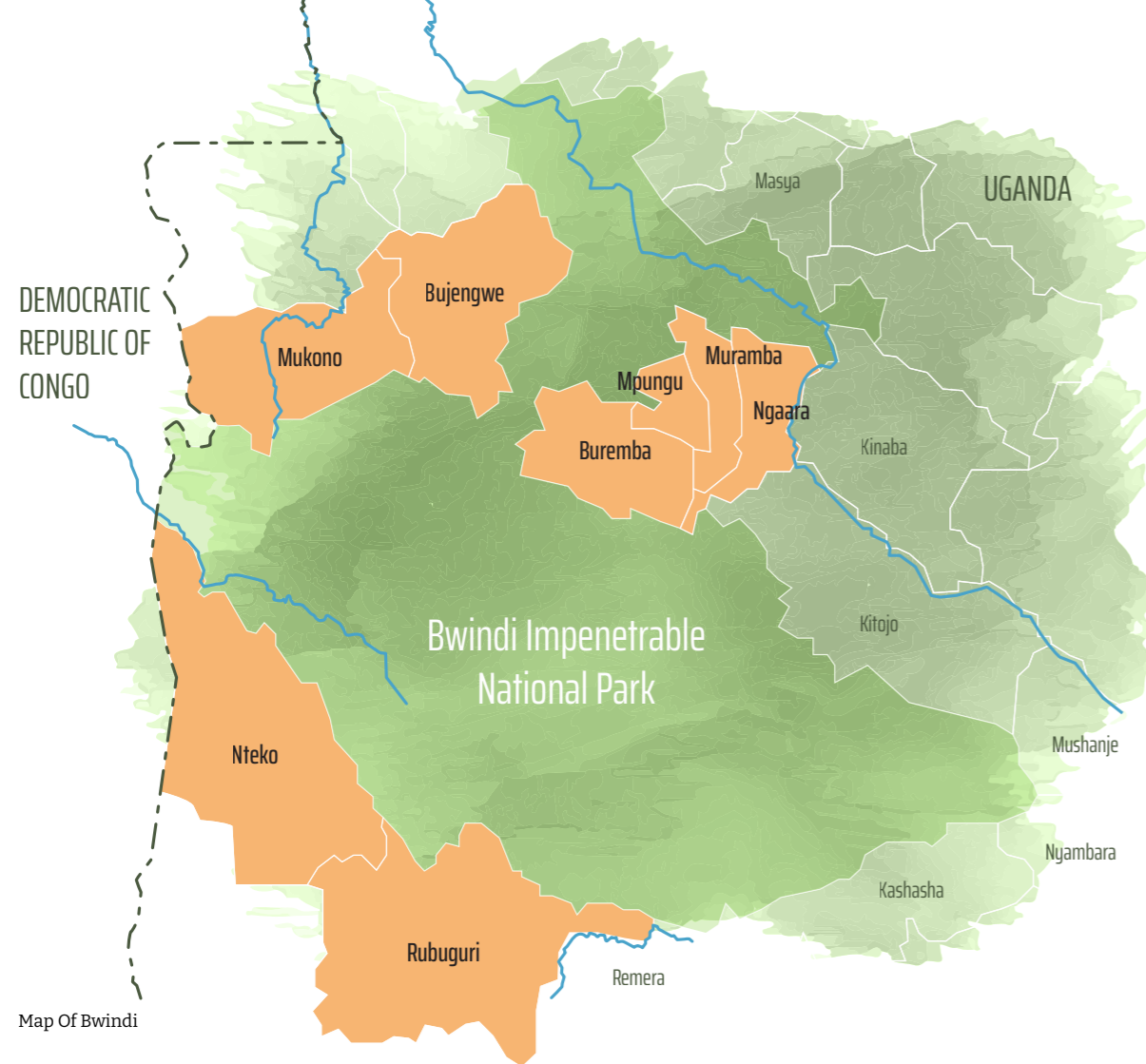
STRENGTHS

- › **Strong, charismatic, and globally recognized leadership:**
Dr. Gladys Kalema-Zikusoka and her work through CTPH are renowned worldwide. Dr. Gladys has managed to give CTPH global visibility. The numerous international prizes and awards won by Dr. Gladys and CTPH serve as a vote of confidence for the One Health approach applied by CTPH.
- › **Well respected by the government, communities, and other stakeholders:**
From its humble beginning, CTPH has grown to become an important player in the conservation space today. Local elected officials appreciate the work CTPH is doing. Some respondents regard Dr. Gladys as an ambassador for Uganda, who has done much to make the country known globally through her good work.
- › **Strong knowledge of and experience in the One Health approach:**
CTPH is the first organization in Uganda applying and developing expertise in the One Health approach to conservation. CTPH has managed to deploy this expertise to work closely with the government—UWA, Ministry of Health, National Environment Management Authority, National Forestry Authority, and Ministry of Agriculture, Animal Industry and Fisheries—to contribute to improving the management of zoonotic diseases. CTPH has played a key role in influencing the government, NGOs, and the private sector, primarily the tour companies in Uganda, to adopt a One Health approach to conservation and sustainable development through advocating for responsible tourism to the great apes.
- › **Innovative approaches to raising funds for gorilla conservation:**
Stakeholders credit CTPH for developing innovative ideas for ensuring financial sustainability for conservation operations and increasing conservation impact at the community level, such as the social enterprise Gorilla Conservation Coffee.
- › **Succession planning/prepping the next generation of leaders:**
Having grown from a small to a medium-size organization, CTPH has a number of recently appointed senior and middle management team members. Strategic planning training and capacity strengthening of the senior and middle management team will support the increased sustainability of CTPH, providing the basis for an effective succession plan.

AREAS FOR IMPROVEMENT

- › **Strengthen the Organizational Structure:**
Strengthening the organizational structure by empowering senior management and mid-level management, as well as the delegation of authority where appropriate, will improve staff management and program implementation, management, and performance, as well as fundraising.
- › **Increase Partnership Engagement and Management:**
Strengthening and growing relationships with current partners and building new relationships with potential partners will help support CTPH's ability to attract new funding as well as expand the model globally. Dedication to partnership engagement and management will attract new partners and funding.
- › **Strengthen the Board of Directors:**
Capacity strengthening of the board will improve board engagement with management, oversight capacity, and fundraising.
- › **Engage deeply with the Wider Community:**
While CTPH excellently engages community members to serve as Village Health and Conservation Teams and "Gorilla Guardians" (Human and Gorilla Conflict Resolution teams members), this does not necessarily amount to sufficient community ownership and long-term involvement in gorilla conservation. There is a need to engage more deeply within the community political-administrative structures for sustainable mainstreaming of gorilla conservation and integrated public health. This includes strengthening community ownership for sustainability and prioritizing the accountability of both CTPH and VHCTs to the communities.
- › **Strengthen the Sustainability of Social Enterprises:**
While CTPH is applauded for generating initiatives to sustain conservation efforts, not all the generated creative ideas are fully developed to see the light of day. CTPH could improve on following these ideas and mobilizing the resources needed to execute them.

WHERE WE WORK



Map Of Bwindi

BWINDI IMPENETRABLE NATIONAL PARK

Bwindi Impenetrable National Park, located in southwestern Uganda, is a UNESCO World Heritage Site covering an area of 321 square kilometers. It became a national park in 1991 and is Uganda's oldest and most biologically diverse rainforest, which dates back more than 25,000 years. BINP contains almost 400 species of plants and is home to 459 (43 percent) of the world's 1,063 critically endangered mountain gorillas. The park is situated in three districts: Kanungu District, where CTPH's field office is located; Kisoro District, where we also have field programs; and Rubanda District, recently carved off Kabale District. Bwindi Impenetrable Forest is situated along the border of the Democratic Republic of Congo on the edge of the Albertine Rift Valley, a few kilometers north of the Virunga Volcanoes, where the second population of mountain gorillas is found. The park is a sanctuary for the rare L'Hoests monkey, blue monkey, Colobus monkey, red-tailed monkey, elephants, chimpanzees, duiker, bushpigs, birds, butterflies, and other wildlife, but it is most notable for its famous resident: the mountain gorilla. Approximately half of the gorilla groups are habituated for tourism.



The CTPH office and Gorilla Conservation Camp are located at the Buhoma sector, the main tourist site for Bwindi Impenetrable National Park. Our main interest in this area is the conservation of the endangered mountain gorilla through promoting gorilla health and conservation, community health, and alternative livelihoods. We work closely with Uganda Wildlife Authority, district local governments, Bwindi Community Hospital (an NGO missionary hospital), conservation NGOs, and health, veterinary, and production offices. At Bwindi, CTPH operates the Gorilla Conservation Camp, which is next to the Gorilla Health and Community Conservation Centre, where we monitor gorilla health through checking on sick gorillas and collecting gorilla faecal samples, which we then analyze at our field laboratory. Gorilla faecal samples are collected by park rangers and trackers and members of the Human-Gorilla Conflict Resolution Teams (HUGOs)—Gorilla Guardians—who are trained to ensure maximum security and good relations between the local community and the gorillas by redirecting gorillas back to their forest home when they forage on community land. The Gorilla Health and Community Conservation Centre provides a space to conduct meetings with the local community and other CTPH partners, including UWA and NGOs.

At BINP we work in parishes where there is high human-gorilla conflict, which include Mukono, Bujengwe, Buremba, Mpungu, Rubuguri, Nteko, and, more recently, Muramba and Ngarara, where we started to scale up in 2021 by establishing Village COVID taskforce committees.

VIRUNGA NATIONAL PARK

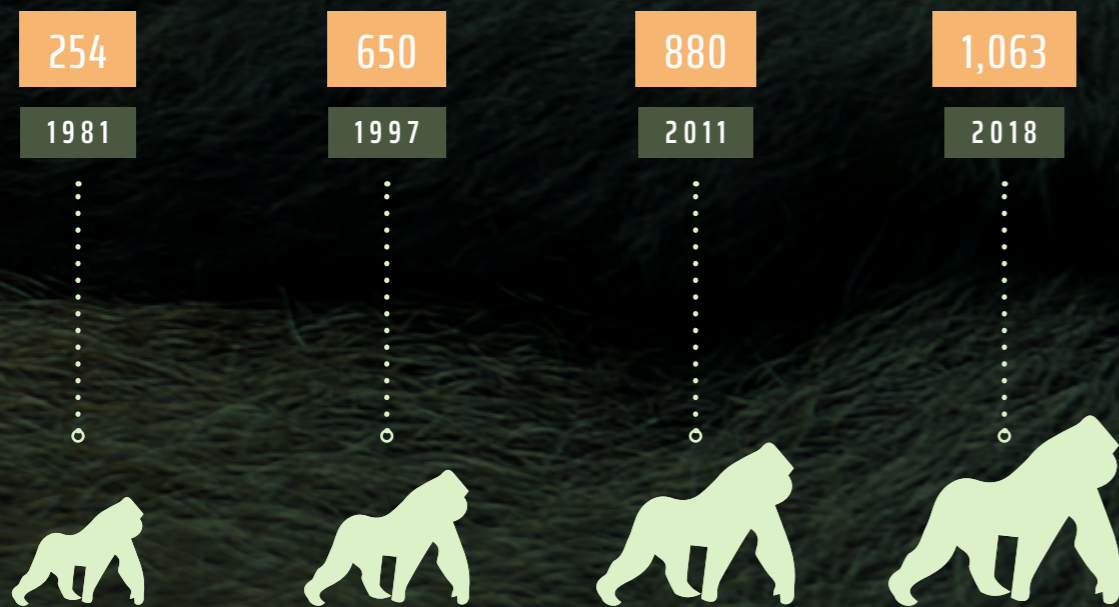
CTPH works in the DRC in two provinces within North Kivu around Virunga National Park: Mount Tshiabirimu, in the northern sector, with eastern lowland gorillas; and Mikeno, in the southern sector, with mountain gorillas.

MAIKO NATIONAL PARK:

CTPH started to scale to this park in DRC in 2021 to protect eastern lowland gorillas during the COVID-19 pandemic through the One Health approach to conservation.

HISTORY & KEY ACHIEVEMENTS

Mountain gorilla populations are increasing
Still few in number, but no longer critically endangered



Conservation Through Public Health

- 1990'S**
- > First outbreak of scabies detected in mountain gorillas traced to the local communities living around Bwindi Impenetrable National Park. The investigation is led by CTPH founder Dr. Gladys while working as the first veterinary officer for Uganda Wildlife Authority.
 - > CTPH founder Dr. Gladys, while employed by Uganda Wildlife Authority, participates in the first Bwindi mountain gorilla census, which counts 300 gorillas.

- 2000'S**
- > A scabies outbreak in a second gorilla group in Bwindi Impenetrable National Park is investigated by UWA veterinary officer Dr. Joseph Okori, who replaced Dr. Gladys in 2000.
 - > CTPH is founded by Dr. Gladys to improve the health of gorillas and the local communities together to reduce transmission of zoonotic diseases to gorillas as well as between wildlife and people.
 - > CTPH Telecentre is established to train youths in computer skills, as an alternative livelihood option, in association with Makerere University.
 - > Gorilla Research Clinic is established at Bwindi Impenetrable National Park to monitor gorillas and diseases by collecting faecal samples.
 - > Community-based direct observation of tuberculosis treatments short-course therapy (CBDOTS) is consolidated in Bwindi local communities living in Mukono and Kyeshero Parishes.
 - > CTPH participates in the third Bwindi mountain gorilla census, which counts 320 gorillas and collects samples from unhabituated gorillas to test for diseases and compare them with habituated gorillas.
 - > Dr. Gladys Kalema-Zikusoka becomes an Ashoka Fellow for merging Uganda's wildlife management and rural public health programs to create common resources for people and animals.
 - > CTPH Telecentre wins the World Summit Award for Inclusion and Empowerment.
 - > Community conservation health workers (later known as Village Health and Conservation Teams when the Village Health Team system reaches Bwindi) are established in Mukono and Bujengwe Parishes to improve adoption of family-planning methods among local communities living around Bwindi. This is with funding from USAID.
 - > Group livestock income-generating projects are established for the community conservation health workers.
 - > CTPH programs are expanded regionally to North Virunga National Park in DRC, where gorillas and people interact. This is with funding from the US Fish and Wildlife Service
 - > Dr. Gladys Kalema-Zikusoka is awarded the San Diego Zoo's Conservation in Action Award.
 - > The Gorilla Conservation Camp is established to host staff, researchers, students, volunteers, and gorilla-trekking tourists to generate sustainable income for field programs and strengthen research through partnerships.

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- › Community conservation health workers are trained to promote hygiene and sanitation on top of family planning, establishing a PHE model, in Mukono and Bujengwe Parishes around Bwindi. This is with funding from the Whitley Gold Award for outstanding leadership in grassroots nature conservation.
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2010'S

- › CTPH participates in the fourth Bwindi mountain gorilla census, which counts 400 gorillas and collects samples from unhabituated gorillas to test for diseases and compare them with habituated gorillas.
 - › CTPH wins the Global Development Network Japanese Most Innovative Development Project Award, which leads to further development and expansion of the Village and Conservation Teams and Village Saving and Loan Associations models to other parishes around BINP and other protected areas in Uganda and DRC.
 - › Gorilla Health and Community Conservation Centre is established, with funding from Tusk Trust. The center's field laboratory enables the timely processing of samples from gorillas and improved disease monitoring and surveillance at the human-gorilla-livestock interface.
 - › Gorilla Conservation Coffee is established as a for-profit social enterprise to provide sustainable financing for gorilla conservation by improving the livelihood of coffee farmers bordering gorilla habitats and sustaining CTPH community health and gorilla conservation programs.
 - › Gorilla Conservation Coffee receives a convertible loan from the WWF-CH Impact Investment Program, enabling mobilization of farmers into the Bwindi Coffee Growers Cooperative; training of farmers to produce premium and specialty coffee through sustainable agricultural practices; good post-harvest handling, record-keeping and conservation ethics; and sourcing of their quality coffee at above-market prices.
 - › Gorilla Conservation Coffee starts selling raw green coffee to roasters and roasted branded coffee to retail outlets in Uganda.
 - › Gorilla Conservation Coffee wins the Switch Africa Green (SAG) SEED Award for Eco-Inclusive Enterprises.
 - › CTPH participates in the fifth Bwindi gorilla census, which shows an increase in the mountain gorilla population in Bwindi from 400 to 459 between 2011 and 2018, and collects samples from unhabituated gorillas to test for diseases and compare them with habituated gorillas.
 - › Dr. Gladys Kalema-Zikusoka becomes a National Geographic Explorer.
 - › Gorilla Conservation Coffee starts selling raw green coffee to roasters and roasted branded coffee to retail outlets in the USA and New Zealand.
 - › Gorilla Conservation Coffee wins second place in the "made in Africa Startup Competition" from the Startup Africa Roadtrip, an Italian accelerator program.
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2020'S

- › CTPH wins the St. Andrews Prize for the Environment.
 - › CTPH advocates to the Uganda government to make wearing of masks a mandatory requirement for trekking gorillas to prevent the spread of COVID-19.
 - › CTPH supports training park rangers, Village Health and Conservation Teams, and Gorilla Guardians to prevent COVID-19 spread among people and from people to gorillas at BINP and Mgahinga National Park.
 - › Gorilla Conservation Coffee starts selling raw green coffee to roasters and roasted branded coffee to retail outlets in the UK to reduce poaching during the COVID-19 pandemic, when tourism stopped due to global lockdowns.
 - › CTPH launches the Ready to Grow program of fast-growing seedlings to vulnerable families to help reduce poaching, which increased during the COVID-19 pandemic, when tourism stopped due to global lockdowns.
 - › CTPH supports training VHCTs to prevent COVID-19 spread among people and from people to gorillas at Virunga National Park.
 - › CTPH supports training VHCTs to prevent COVID-19 spread among people and from people to eastern lowland gorillas at Maiko National Park in DRC.
 - › Dr. Gladys Kalema-Zikusoka is awarded UNEP Champion of the Earth Award in the Science and Innovation category for championing the One Health approach to conservation and sustainable development through the work of CTPH.
 - › CTPH becomes a partner of Maliasili, which is improving organizational development, including impact measurements and fundraising capacity, and leadership development.
 - › CTPH launches the One Health model households program to better measure the impact of community interventions on gorilla conservation.
 - › Launch of the policy brief on responsible tourism to great apes to influence countries across Africa, at the first IUCN Africa Protected Area Congress in Kigali, Rwanda, coauthored by the International Gorilla Conservation Program and CTPH under the umbrella of the Africa CSO Biodiversity Alliance.
 - › CTPH becomes a partner of Wildlife Conservation Network, increasing funding for gorilla conservation, primarily from individual donors in the USA.
 - › Dr. Gladys Kalema-Zikusoka wins the Edinburgh Medal and Tällberg-SNF-Eliasson Global Leadership Prize.
 - › Dr. Gladys Kalema-Zikusoka publishes a memoir and charter in the USA about her conservation and leadership journey shaped by One Health, entitled *Walking with Gorillas: The Journey of an African Wildlife Vet*, bringing increased global attention and support for the work of CTPH and Gorilla Conservation Coffee.
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THEORY OF CHANGE

At its core, CTPH exists to ensure thriving gorilla populations coexisting with thriving human populations.

We recognize that human health and gorilla health are interdependent as well as interlinked in the environments and ecosystems where they both coexist. Due to the complex interaction between people, gorillas, and the environment in which they live, the One Health approach forms and informs CTPH's efforts to conserve gorillas.

CTPH, in collaboration with communities and other stakeholders, designs and implements interventions that promote One Health by simultaneously addressing the health of gorillas and the environment as well as the health of people and their economic livelihoods. Our theory of change, presented below, describes how we systematically approach gorilla conservation by improving the following:

1.

GORILLA HEALTH

CTPH helps predict, detect, prevent, and control the spread of disease between people and gorillas. Through zoonotic disease surveillance, we produce timely evidence that is used to mitigate disease outbreaks and respond to diseases.

2.

COMMUNITY HEALTH

CTPH uses an integrated approach to improve community health that focuses on raising awareness and promoting good hygiene, sanitation, and health-seeking practices to ensure healthy households and communities. Improved community health reduces the incidence of zoonotic diseases.

3.

COMMUNITY PARTICIPATION

Through improved conservation knowledge and transformed mindsets toward gorilla and habitat conservation, communities we partner with actively participate and engage in programs that protect gorillas.

4.

CONSERVATION-FRIENDLY LIVELIHOODS

CTPH supports Village and Conservation Teams with group livestock income-generating projects and Village Saving and Loan Associations to provide sustainable funds to pay for school fees and for basic needs at home. CTPH provides fast-growing seedlings to vulnerable households to reduce their dependence on protected areas for food. Our social enterprise agribusiness, Gorilla Conservation Coffee, supports coffee farmers living on the outskirts of protected areas with gorillas through training and capacity building, thereby reducing threats to gorillas and their habitats.

EVIDENCE FROM EVALUATION OF CTPH'S INTERVENTIONS HAS SHOWN THAT THESE KEY AREAS COLLECTIVELY LEAD TO REDUCED INCIDENTS AND TRANSMISSION OF ZOOONOTIC DISEASES, ULTIMATELY ENSURING HEALTHY WILDLIFE, HEALTHY COMMUNITIES, AND IMPROVED WELL-BEING AND COEXISTENCE BETWEEN PEOPLE AND WILDLIFE.

Our community-led conservation efforts are complemented by strong internal and external communication, stakeholder coordination, and collaboration with local communities, the government, and like-minded organizations.

STRENGTHEN COMMUNITY PARTICIPATION IN CONSERVATION

Build the knowledge and empowerment for future community-led conservation engagement

Increase in knowledge and empowerment to participate in CPTH's program's increasing their effectiveness

INCREASE ADOPTION OF THE ONE HEALTH APPROACH

More actors in the system support and deliver the One Health approach

STRENGTHEN GORILLA CONSERVATION SOCIAL ENTERPRISE AND ALTERNATIVE LIVELIHOODS

Reduce reliance on natural resource extraction while supporting local communities

Improve the resilience of conservation finance for sustainable program delivery

REDUCE TRANSMISSION OF ZOO NOTIC DISEASES

Improve the health of both gorillas and the local communities to directly decrease one of the biggest threats to gorilla conservation.

POSITIVE FEEDBACK

IMPROVE THE HEALTH AND WELLBEING OF COMMUNITIES

Improve the standard of living for local communities and facilitate shifts in attitudes and practices that enable coexistence.

MISSION
To promote the health and well-being of people, gorillas, and the environment to enable coexistence

VISION
A thriving gorilla population with thriving local communities

VISION, MISSION AND VALUES

OUR VISION

THRIVING GORILLA POPULATIONS WITH

THRIVING LOCAL COMMUNITIES

OUR MISSION

TO PROMOTE COEXISTENCE OF PEOPLE,

GORILLAS, AND THE ENVIRONMENT

THROUGH IMPROVING THEIR HEALTH

AND WELL-BEING



OUR VALUES

INTEGRITY

We act with integrity and honesty in all of our dealings—with each other, with our partners and colleagues, and with the public.

RESPECT

We respect all people, animals, and the environment and are committed to diversity in all its forms, biodiversity, and equal opportunities.

TEAMWORK AND FAMILY

We value teamwork and open and honest communication, recognizing that, just as in nature, the whole is greater than the sum of its parts.

RESULTS-DRIVEN

We are results-driven, accomplishing our mission with exemplary excellence.

CREATIVITY AND INNOVATION

We are agile and dynamic in our approach to conservation, continuously crafting and applying new and sustainable ideas and solutions to our work.

COMMITMENT AND PASSION

We are passionate about our mission and work hard to promote it in our jobs and in our lives.

VALUE PROPOSITION

PIONEER ONE HEALTH APPROACH

We are champions of the One Health approach, which addresses the health of people, animals, and ecosystems holistically.

COMMUNITY FOCUS

Recognizing the central place communities play in the conservation of gorillas, we focus on the well-being of communities that live next to gorillas. In everything we do, we strive to address the well-being of the communities as stewards, and also the greatest danger to the survival of the iconic mountain gorilla and other endangered gorilla subspecies.

RESEARCH AND DATA-DRIVEN

We pride ourselves on using long-term knowledge, research, and data to inform decisions that we and our partners take in designing interventions for the well-being of gorillas and communities in the areas we work in.

INNOVATION AND SOCIAL ENTERPRISE

We are innovative in our approach, and our social enterprises creatively address the underlying conservation and economic challenges in the areas we work in.

GOAL 1

Increase early detection of zoonotic disease outbreaks



Due to the close relationship between gorillas and neighboring human populations, there is potential for zoonotic diseases to spread between the species. CTPH has developed an early-warning system for disease outbreaks between people, wildlife, and livestock to help ensure timely and evidence-based response and management. CTPH would like to expand surveillance capabilities to regularly include bacterial, viral, stress hormones, and microplastic detection and increase sampling for gorillas, humans, and livestock.

WHAT SUCCESS LOOKS LIKE

REDUCTION IN THE TRANSMISSION OF ZOOONOTIC DISEASES.



Objective 1

Increased gorilla health monitoring and sero-surveillance to prevent disease outbreaks and address cross-species disease transmission. This is done through regular health monitoring of habituated gorilla groups and of communities and their livestock around the gorilla habitats, as well as targeted disease investigations in wildlife, livestock, and people.

OUTPUTS/TARGETS

BY 2024:

- › Recruit one field veterinarian and one laboratory technician with training in microbiology and histopathology.
- › Train all laboratory and veterinary staff in stress hormone analysis, microbiology, histopathology, and parasitology.
- › Perform quarterly testing of gorillas for COVID-19 and biannual testing for other viral diseases.
- › Produce 12 parasitology and bacteriology internal reports.
- › Collect and analyze approximately 600 livestock samples, 300 human samples, and 1,200 gorilla samples for zoonoses by the end of 2023.
- › Train 119 Gorilla Guardians in faecal sample collection.
- › Train 300 UWA rangers in gorilla health monitoring and tourist management.
- › Engage at least 30 percent of the Community Conservation Animal Health Workers in the process of collecting livestock samples.
- › Train existing lab staff in stress hormone analysis, parasitology, bacteriology, virology, and in other emerging issues, including microplastics.

BY 2028:

- › Carry out biannual virology/PCR tests on all gorilla samples.

Objective 2

Upgrade the Gorilla Health and Community Conservation Centre to become a regional center of excellence for zoonotic disease surveillance and management. The result will be the timely sharing of information to inform administrative decisions and immediate veterinary intervention to reduce the spillover of zoonotic disease transmission.

OUTPUTS/TARGETS

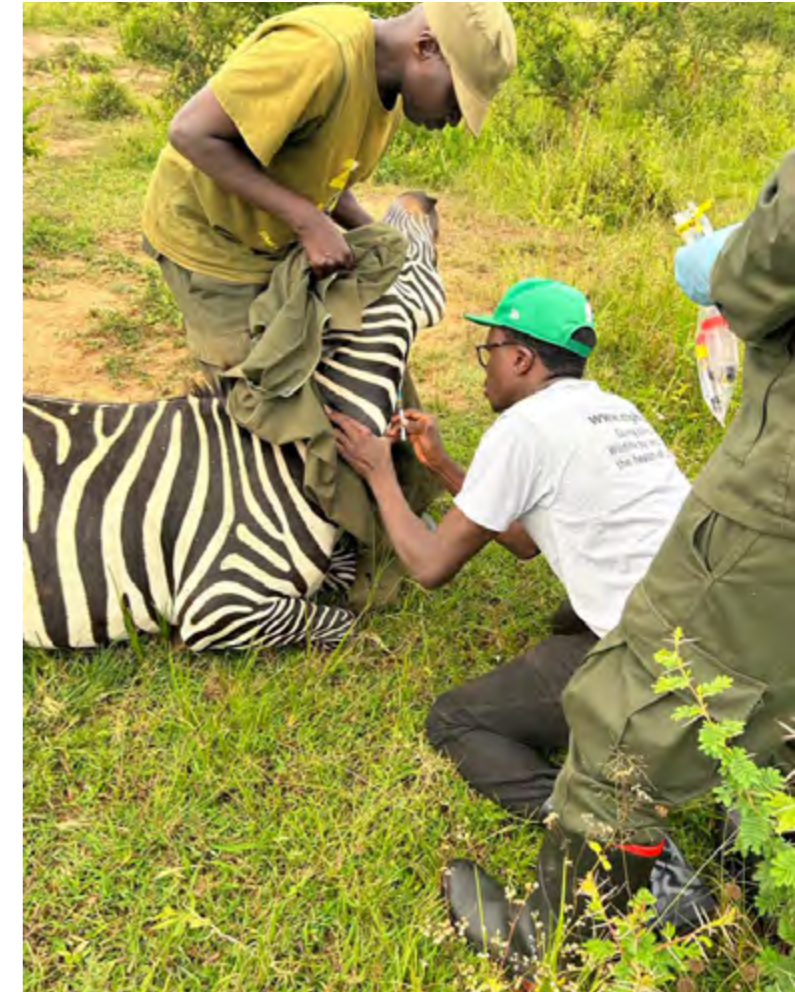
BY 2028:

- › Equip the parasitology laboratory with the required equipment and supplies to have the samples analyzed and the results produced.
- › Establish a functional microbiology laboratory with the required equipment, reagents, and supplies for bacterial culture and autoclave sterilization.
- › Scale up sampling to other communities in target human and gorilla conflict parishes around BINP and have all VHCT coordinators engaged in the analysis of human and livestock samples.

- › Recruit two additional technical staff (a laboratory technician and a veterinary officer) to continuously support field interventions, lab sample analysis, and other related activities.
- › Use information from the lab sample analysis to develop interventions with the communities and their domestic animals.

BY 2028:

- › Produce two policy briefs on gorilla health, community health, and environmental conservation to share annually with relevant stakeholders.
- › Produce four scientific publications by the end of 2028.



Objective 3

Continuous knowledge and information-sharing of disease surveillance information for timely and evidence-based responses by relevant stakeholders.

OUTPUTS/TARGETS

BY 2024:

- › Produce quarterly reports from the samples collected and analyzed to share with relevant stakeholders, with a major goal of generating ideas on how to reduce the risk of disease transmission between wildlife, humans, and domestic animals.
- › Produce quarterly reports on gorilla health monitoring and comparative pathogen analysis to share with stakeholders.
- › Produce one policy brief on gorilla health, community health, and environmental conservation to share with relevant stakeholders.
- › Publish CTPH findings in one scientific journal by the end of 2024.

Objective 4

Expand disease surveillance in other protected areas to include buffalo, cattle, and the Uganda kob antelope samples in Queen Elizabeth National Park, Lake Mburo National Park, Kidepo Valley National Park, and Pian Upe Game Reserve.

OUTPUTS/TARGETS

BY 2024:

- › Collect and analyze 100 buffalo and Ugandan kob samples for key zoonotic diseases and share reports with the relevant authorities, including UWA.
- › Collect and analyze 200 cattle samples for the same key zoonotic diseases and share reports with the relevant authorities, including UWA.
- › Collect and analyze 300 human samples for the same key zoonotic diseases and share reports with the relevant authorities, including UWA.

DESCRIPTION OF CTPH MODEL HOUSEHOLD APPROACH

Model households are a key aspect of promoting an integrated Population, Health, and Environment (PHE) approach to conservation. CTPH educates households in multiple activities to illustrate behaviors that allow families to thrive without taking a toll on their environment and natural resources.

CTPH is working to transform households around protected areas into model households that exhibit positive behaviors including investing in proper sanitation and hygiene; practicing good health-seeking behavior, family planning, and sustainable agriculture; adopting alternative livelihoods that are less dependent on natural resources; and prioritizing wildlife conservation—thereby creating a visible impact within these communities.

CTPH has identified 12 critical model household indicators, which, when present collectively, reduce the likelihood of threats to gorillas' survival. Ideally, all households surrounding gorilla habitats would exhibit all 12 indicators. As we work toward that, CTPH has classified those households exhibiting 9 to 12 of the indicators as "Green" (model households); those exhibiting 5 to 8 of the indicators as "Orange"; and those exhibiting only 4 or fewer of the indicators as "Red" households. This matrix helps CTPH to prioritize those indicators that are lagging behind and to target support and behavior-change communication and activities among households where the potential for change and impact is greatest.

The 12 key performance indicators used to measure a model household (an assumption was made that these indicators all carry the same weight):

- › Presence and use of a clean and functional toilet
- › Accurate knowledge about zoonotic disease transmission
- › Presence and use of a refuse pit
- › Presence and use of a livestock shelter
- › Family planning needs being met
- › Availability of boiled drinking water
- › Tree planting (within the last three months)
- › Presence and use of a functional toilet handwashing facility
- › Presence of a drained drying rack
- › Presence of a drained bath shelter
- › Presence of a food crop garden
- › Availability of a household source of income

GOAL 2

Improve the health and well-being of communities surrounding gorilla habitats in Uganda and eastern DRC



A healthy human population reduces the likelihood of zoonotic diseases. Improving health and well-being is about the delivery of integrated, community-based public health services to promote good health-seeking behaviors, hygiene practices, infectious disease prevention and control, family planning, and nutrition, as well as conservation education, to individual households. The improved health and reduced morbidity will result in the reduction of zoonotic disease transmission. Similarly, improved household economic well-being and manageable family sizes result in reduced dependence on natural resources, which results in limited interaction between humans and wildlife.

WHAT SUCCESS LOOKS LIKE

IMPROVED COMMUNITY HEALTH, HYGIENE, SANITATION, AND ECONOMIC WELL-BEING AND INCREASED MANAGEABLE FAMILY SIZES, TRANSLATING INTO REDUCED INCIDENCES OF ZOOONOTIC DISEASES.



Objective 1

Improve Population, Health, and Environment (PHE) models and expand to include additional parishes in BINP, conduct baseline surveys in BINP and DRC, and increase households benefiting from the Ready to Grow program, developed to provide sustainable food to households through the provision of seeds, enabling them to grow food and reducing dependency on the forests.

OUTPUTS/TARGETS

BY 2024:

- › Turn 66 percent (up from the current 22 percent) of households surrounding BINP into model households with improved PHE services as an outcome.
- › Scale the PHE model to two new parishes around Bwindi Impenetrable National Park: Ngara and Muramba.
- › Conduct a baseline survey of CTPH model households in Ngara and Muramba Parishes.
- › Scale up to two parishes in Ruhija sector with the new PHE household model.
- › Conduct a baseline survey of CTPH model households in the two parishes in Ruhija sector.
- › Conduct a baseline survey of CTPH model households in existing villages in DRC.
- › Conduct a baseline survey of the CTPH model household approach implemented in existing villages where CTPH operates in DRC.

Objective 2

Provide basic health services at the household level to promote health and well-being and reduce disease incidence among communities in BINP and DRC. CTPH's Village Health Conservation Teams deliver integrated, community-based public health services to promote good health-seeking behavior, hygiene practices, infectious disease prevention and control, family planning, and nutrition.

OUTPUTS/TARGETS

BY 2024:

- › Increase the number of households receiving behavioral change communication by VHCTs around BINP by 10 percent, from 7,616 to 8,378.
- › Have VHCTs visit and sensitize 1,500 households in DRC.
- › Increase the number of women adopting family planning in communities around BINP by 25 percent, from 3,046 to 3,808, as an outcome.

BY 2025:

- › Have VHCTs visit and sensitize 10,000 households around BINP annually.
- › Increase households visited and sensitized by VHCTs in DRC by 33 percent, from 1,500 to 2,000.
- › Increase the number of women adopting family planning in communities around BINP by 35 percent as an outcome.

Objective 3

Strengthen, sustain, and motivate Village Health and Conservation Teams to sustain community sensitization in good health and well-being through incentives including increasing VHCTs access to Village Saving and Loan Associations to fund alternative livelihood projects and also to provide health insurance.

OUTPUTS/TARGETS

BY 2024:

- › Ensure that 100 percent of 270 VHCTs belong to VSLAs.
- › Legally register and formalize nine VSLA groups with the district around BINP.
- › Award at least US\$2,000 to each VSLA group to improve its alternative-livelihood projects.
- › Provide 270 VHCTs, as well as their dependents, with health insurance.

BY 2028:

- › Legally register and formalize 55 additional VHCTs under the VSLA groups that are legally registered and formalized with the district around BMCA.
- › Award at least \$5,000 to each VSLA group to improve its alternative-livelihood projects.



Objective 4

Support the most vulnerable community members with Ready to Grow gardens (packages of 10 "easy to plant and harvest" food crop seedlings). CTPH supports the most vulnerable households and those most likely to engage in environmentally harmful activities, such as poaching in times of crises, by promoting nutritional resilience.

OUTPUTS/TARGETS

- › Increase to 6,000 (from 1,501) the number of households that benefit from the Ready to Grow program around BINP.

GOAL 3

Enhance active community participation in conservation



Community participation is critical for wildlife conservation. Sustainable conservation requires intentional community involvement, participation, and ownership. CTPH seeks to engage and increase the participation of women in leadership roles in community volunteering, encourage young people, and increase local community member involvement, including the Batwa indigenous community, as well as provide nonfinancial incentives for community volunteers. Ownership of conservation through these leadership roles catalyzes long-term change and provides an enabling environment in which CTPH can achieve its other goals. CTPH will also work with local communities to improve their livelihoods by helping create social enterprises and opportunities for income generation and alternative livelihoods connected to mountain gorilla survival. This will result in community value, appreciation, and stewardship of mountain gorillas and healthy coexistence of people, wildlife, and habitats.

WHAT SUCCESS LOOKS LIKE

COMMUNITIES DRIVE THEIR OWN CONSERVATION INITIATIVES THAT PROTECT GORILLA HABITATS AND CONSERVATION.



Objective 1

Equip community members around BINP with knowledge and best practices in conservation for stronger community participation and improve attitudes toward wildlife preservation.

CTPH will mobilize and coordinate community members as volunteers, equipping them with practical skills to conserve and manage natural resources, protect gorillas, and mitigate zoonotic disease outbreaks. CTPH will also provide resources and train them to engage in both social and practical conservation activities that protect gorillas and humans, so that communities are enabled to be part of the problem-solving.

OUTPUTS/TARGETS

BY 2028:

- › Ensure that 90 percent of all the community members in human and gorilla conflict parishes surrounding BINP have practical knowledge and engage in good conservation practices.
- › Ensure that 90 percent of all the community members in human and gorilla conflict parishes have improved attitudes and perceptions toward wildlife.
- › Ensure that 90 percent of all the community members in human and gorilla conflict parishes acknowledge and appreciate the linkages between gorilla survival and livelihoods.
- › Ensure that mountain gorillas are valued by 100 percent of the community members in human and gorilla conflict parishes surrounding BINP.

Objective 2

Engage young people as conservation leaders to foster conservation mindsets.

Young people are key to conservation, and they need to be engaged and empowered to be the next generation of environmental stewards. Increasingly, young people are taking action and making their voices heard to solve environmental and conservation challenges. CTPH seeks to foster long-term support for gorilla conservation among the communities surrounding gorilla habitats in Uganda.

OUTPUTS/TARGETS

BY 2025:

- › Engage 10 schools in conservation education and conservation projects through the current STEAM (Science, Technology, Engineering, Arts, and Maths) program around Bwindi Impenetrable National Park's northern sector.
- › Recruit a staff member focusing on conservation education and knowledge.
- › Create a Bwindi Impenetrable Kids League Program in communities in the southern sector (Kisoro).
- › Have schools around Bwindi and Mgahinga Conservation Area adopt a CTPH conservation education curriculum.



Objective 3

Provide financial incentives for Human and Gorilla Conflict Resolution Teams (HUGOs) and community animal health workers (CAHWs) and reformed poachers to support conservation efforts. CTPH supports alternative and diversified livelihoods for community members around BINP, with a particular focus on those who provide a voluntary community service that serves to benefit other community members, wildlife, and the broader BINP environment.

OUTPUTS/TARGET

BY 2025:

- › Have 100 percent of the current HUGOs, CAHWs, and reformed poachers belong to VSLAs.
- › Ensure all HUGOs have an alternative income-generating activity (livestock).
- › Increase HUGOS from 119 to 150.
- › Increase CAHWS from 60 to 80.
- › Retain and engage all 450 reformed poachers in alternative income-generating activities.

Objective 4:

Increased participation of women in the conservation of gorillas and other wildlife. Women have extensive interaction with their natural environment and have greater vulnerability to resource degradation.

In addition, women are routinely excluded from dialogues and decision-making regarding their environment and are also typically excluded from formal income generation and economic opportunities, such as commercial farming and tourism, so they have less control over household spending—despite evidence suggesting that they typically reinvest much more of their income into their family and other developmental goals, compared with their male counterparts.

OUTPUTS/TARGET

BY 2028:

- › Support four women's groups in Bwindi with alternative livelihood enterprises to reduce dependency on the gorilla habitat.

Objective 5

Support coffee farmers around BINP to increase their production and productivity through Gorilla Conservation Coffee.

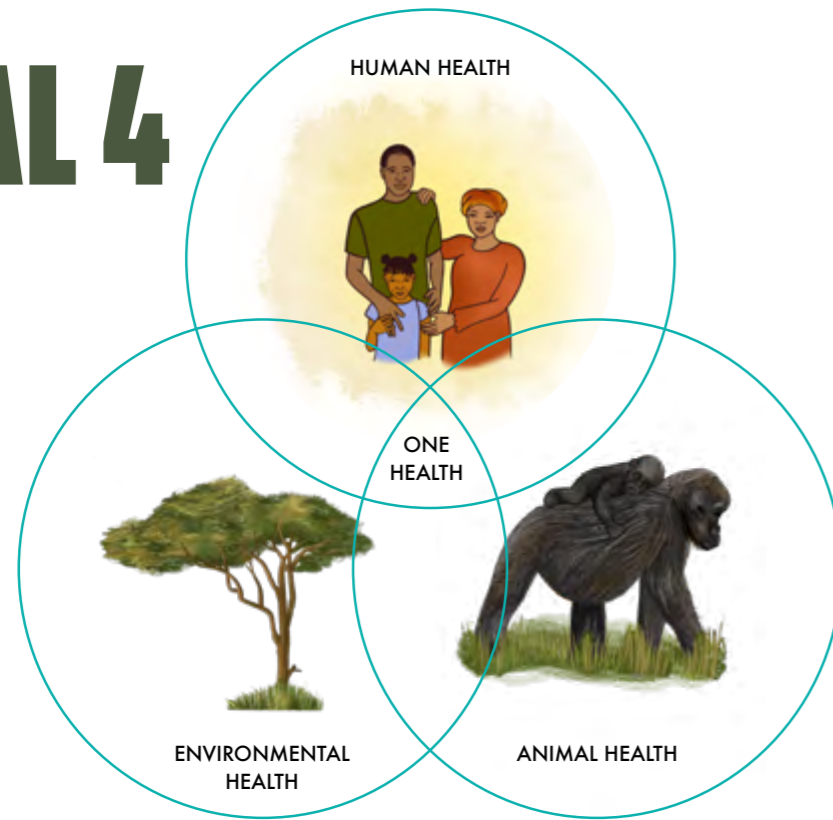
OUTPUTS/TARGETS

BY 2025:

- › Support 500 smallholder coffee farmers to realize a livable income from the sale of their coffee crops and buy 300 tonnes of red cherries from 300 smallholder coffee farmers in sub-counties surrounding BINP.
- › Guarantee a fair market price for all the farmers' quality coffee grown on the outskirts of BINP.
- › Train 500 smallholder coffee farmers in sub-counties surrounding BINP in agronomic best practices to improve quality and increase yields.
- › Train 2,500 farmers from sub-counties surrounding BINP on conservation-friendly farming and post-harvest handling.



GOAL 4



Increase uptake of One Health approaches in environmentally important landscapes

The CTPH One Health approach is multidisciplinary and integrates veterinary medicine, public health, biodiversity conservation and conservation-friendly livelihoods to address the linkages between humans, animals and environmental health. Implemented as a sustainable development approach, One Health addresses conservation and development holistically ensuring that people, wildlife and the environment all benefit. As people and institutions understand the importance of the One Health approach, it will be scaled and mainstreamed into policy.

WHAT SUCCESS LOOKS LIKE

THE ONE HEALTH APPROACH IS ADOPTED, SCALED AND MAINSTREAMED INTO POLICY AND DEVELOPMENT PLANS BY COMMUNITIES AND INSTITUTIONS.

Objective 1

Develop and grow partnerships with relevant stakeholders at all levels in and around Uganda to integrate and implement One Health as a conservation and development approach.



OUTPUTS/TARGETS

BY 2024:

- › Develop, pilot, and launch a CTPH One Health training manual.
- › Package the CTPH One Health approach as a standardized model for implementing (community-led) One Health approaches in Uganda.
- › Sign memorandums of understanding with the National Environment Management Authority, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Health, National Forest Authority, and relevant NGOs to support coordination and integration of One Health activities.
- › Establish—with members from conservation, health, and development sectors—a CSO One Health Platform to build upon the Uganda PHE working group, which CTPH headed.

BY 2028:

- › Implement a collaborative project by the CSO One Health Platform.
- › Ensure that all One Health committees are fully functioning at the district levels where CTPH is working.
- › Produce one policy change in the government based on the activities of the CSO One Health Platform.
- › Produce one policy change among donors based on the activities of the CSO One Health Platform.

Objective 2

Strengthen the capacity of existing potential and relevant stakeholders to implement the One Health approach.

OUTPUTS/TARGETS

BY 2028:

- › Train at least 20 partners and stakeholders regionally within Africa in the CTPH One Health approach.
- › Package and standardize the CTPH One Health approach as a standardized model for implementing (community-led) One Health approaches in Africa.



Objective 3

Advocate for policy reform to adopt the One Health approach to conservation.

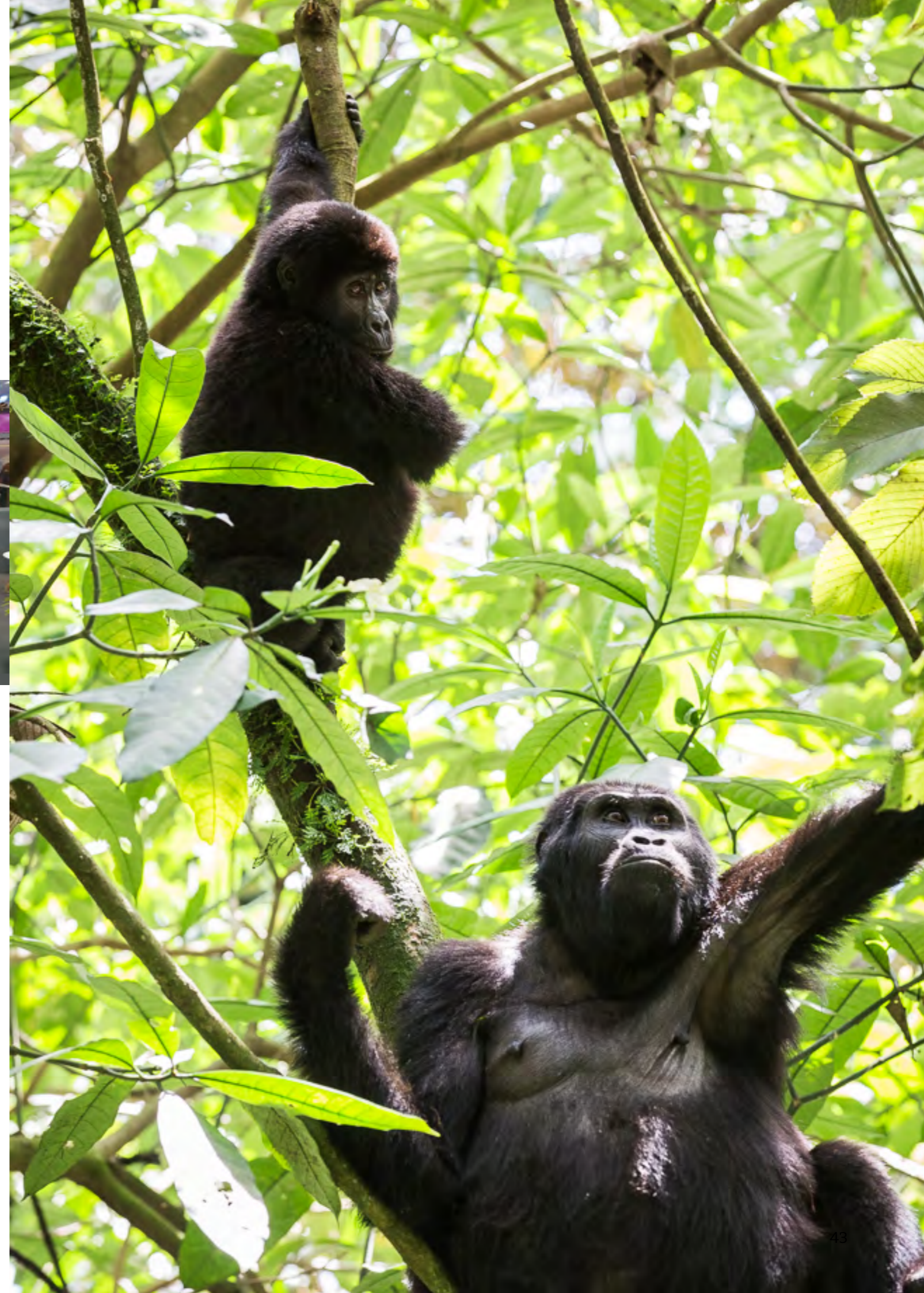
OUTPUTS/TARGETS

BY 2025:

- › Leverage existing meetings, dialogues, and advisory boards for CTPH to advocate for a One Health approach to conservation.
- › Have responsible tourism adopted in at least 7 of the 13 countries where great ape tourism is established, in collaboration with the Africa CSO Biodiversity Alliance, International Gorilla Conservation Program, Jane Goodall Institute, and other stakeholders.

BY 2028:

- › Ensure that One Health is fully adopted by the government of Uganda in national strategies, policies, and budgets.
- › Have responsible tourism adopted in all 13 countries where great ape tourism is established, in collaboration with the Africa CSO Biodiversity Alliance, International Gorilla Conservation Program, Jane Goodall Institute, and other stakeholders.



STRATEGY IMPLEMENTATION AND RESOURCING



Team Development and Organizational Structure

CTPH SEEKS TO ESTABLISH ITSELF AS A HIGH-FUNCTIONING ORGANIZATION THAT EFFICIENTLY AND EFFECTIVELY DELIVERS ITS VISION AND MISSION.

This includes ensuring that the team is adequately equipped and motivated, combined with clear structures and procedures to enable the delivery of this strategy.

> Objective 1

Establish CTPH as a strong, attractive, and high-performing team of passionate professionals with clear job descriptions and strong performance metrics.

> Objective 2

Strengthen the senior and middle management and team structure for optimal supervision, performance, and accountability.

> Objective 3

Improve and strengthen internal management processes and procedures for efficient operations to implement and deliver impact.

Communications and Knowledge Management

CTPH IS UNIQUELY PLACED IN IMPLEMENTING THE ONE HEALTH AND POPULATION, HEALTH, AND ENVIRONMENT APPROACHES TO CONSERVATION.

By strengthening its communications, CTPH will increase the access to and availability and utilization of important data and information on gorilla conservation and the impacts of CTPH work. Knowledge generated will be shared effectively among stakeholders and partners for informed decision-making on gorilla and other wildlife conservation and community health. Progress markers and impact data will be collected and shared to attract support and funding for gorilla conservation.

> Objective 1

Implement a robust communication strategy that effectively delivers to various audiences the work and impact of CTPH for increased partnerships, financing, and conservation.

> Objective 2

Create and implement a robust and well-functioning monitoring, evaluation, and learning system to track progress toward impact and support donor reporting.

> Objective 3

Generate and disseminate best practices in One Health and PHE approaches derived from knowledge, experience, and success in implementing the approaches for gorilla and other wildlife, domestic animals, and community health.

> Objective 4

Improve the student, volunteer, and research program to generate new knowledge, strengthen the capacity of CTPH, and contribute to delivering the mission of CTPH.

Financial Sustainability

AS CTPH HAS GROWN IN SIZE, SCALE, AND SCOPE OVER THE YEARS, SO HAVE THE FINANCIAL NEEDS OF THE ORGANIZATION GROWN TO ENSURE THAT THE TEAM IS ABLE TO DELIVER ON ITS MISSION, AS WELL AS ENSURE THAT CTPH EFFECTIVELY AND EFFICIENTLY IMPLEMENTS ITS GORILLA CONSERVATION PROGRAMS.

Furthermore, since Dr. Gladys is recognized worldwide as an accomplished conservation leader, CTPH should continue leveraging this recognition to attract more funding to the organization, especially unrestricted grants. The current annual budget as it stands at US\$1,000,000, but further fundraising is needed to meet all organizational needs.

- › **Objective 1**
Achieve financial stability, with a diversified funding base of long-term funders and no single donor providing more than 40 percent of the total organizational budget.
- › **Objective 2**
Increase unrestricted funding to enable CTPH to build a strong team and strengthen core organizational functions.

BUDGET EXPENSE ESTIMATES (US\$)

YEAR	2024	2025	2026	2027	2028
PERSONNEL	563,488	732,534	820,438	902,482	992,730
PROGRAM COSTS	658,737	856,358	1,113,265	1,447,245	1,881,419
ADMINISTRATION	77,985	101,380	131,795	171,333	222,733
ADVOCACY AND FUNDRAISING	39,855	23,913	26,304	31,565	37,878
CAPITAL EXPENDITURE	103,122	92,810	83,529	75,176	67,658
TOTAL	1,443,186	1,806,995	2,175,331	2,627,801	3,202,418
GROWTH %	26%	25%	20%	21%	22%



PARTNERSHIPS

IN ORDER TO STRENGTHEN THE ACHIEVEMENT OF ITS MISSION AND CREATE A SAFER AND HEALTHIER ENVIRONMENT FOR PEOPLE AND WILDLIFE, CTPH HAS AND WILL CONTINUE TO STRENGTHEN PARTNERSHIPS WITH KEY STAKEHOLDERS.

These include the government of Uganda's Ministries, Departments and Agencies, including Uganda Wildlife Authority (UWA), Uganda Tourism Board (UTB), Ministry of Health, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), National Population Council (NPC), National Environmental Management Authority (NEMA), and the National Forest Authority (NFA), as well as district local governments where CTPH operates.

CTPH also formed partnerships with research institutions and academia, including Uganda Virus Research Institute, Mbarara University of Science and Technology, Uganda National Council for Science and Technology (UNCST), Makerere University College of Veterinary Medicine, Animal Resources and Biosecurity, and Makerere School of Public Health, as well as universities outside Uganda. CTPH works with local NGOs within Bwindi and Mgahinga Conservation Area to strengthen community outreach, such as Raising a Village, Bwindi and Mgahinga Conservation Trust (BMCT), Bwindi Community Hospital and community-based organizations such as Bwindi Development Network, Batwa Development Program, and Batwa Empowerment Program, among others. CTPH also works with international NGOs within the Bwindi and Mgahinga Conservation Area to strengthen conservation education, veterinary, public health, development, and tourism programs. CTPH is creating strategic partnerships with tour operators and companies to improve responsible tourism and funding for conservation work.

> **Objective 1**

Strengthen and grow long-term strategic partnerships with like-minded organizations for easier access to a wider range of expertise in diverse approaches to wildlife conservation programming.

> **Objective 2**

Develop a partner database that will help identify and connect with like-minded organizations for research, learning, and advocacy for One health principles.

> **Objective 3**

Partner with organizations that will help advance feasible solutions to threats and risks to Africa's gorillas and other wildlife.



ACKNOWLEDGEMENTS

CONSERVATION THROUGH PUBLIC HEALTH (CTPH) IS
VERY GRATEFUL TO ALL OUR FRIENDS AND PARTNERS
FOR THEIR SUPPORT OVER THE YEARS SINCE OUR
ESTABLISHMENT IN 2003.

We have been very fortunate to foster effective and fruitful relationships with all our partners, including government agencies and ministries as well as non-government organisations, from national, regional and international levels as well as community levels, and including target communities, research agencies and corporates. We have built strong foundations for implementation of joint programs with all these groups and our strategies and approaches have been stronger as a result. We are also very grateful to all our financial supporters and donors who have contributed to our programs over the years, including our valued institutional donors as well as the many individuals who have shown their support of our work by donating to our programs. We are also extremely grateful to our Board of Directors and Advisors who have provided us with guidance and advice.

We look forward to continued relationships with all our partners and friends as we look ahead to the next five years and beyond.





CONSERVATION THROUGH PUBLIC HEALTH

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