



Table of Contents

Abbreviations and Acronyms	ii
Foreword by the Chairperson TUGATA	iii
Message from the TMEA Country Director	iv
Executive Summary	v
1.0 Introduction	1
1.1 Organizational History and Structure	1
1.2 Need for a Strategic Plan	4
1.3 How the Strategic Plan was developed	5
2.0 The Environmental Scan	7
2.1 The External Environment	7
2.1.1 Global and National Situation and Trends	7
2.1.2 Summary of Opportunities and Threats	9
2.2 Internal Environment	11
2.2.1 TUGATA Organisational Capacity Assessment	11
2.2.2 Summary of Strengths and Weaknesses	12
3.0 Strategic Direction	15
3.1 Vision, Mission and Values	15
3.2 Strategic Focus	15
3.2.1 Outcomes/Changes to be pursued	16
3.2.2 Strategic objectives	16
3.3 Strategic Plan Implementation	21
4.0 Monitoring and Evaluation	27
5.0 Funding and Budget Estimates for the Strategic Plan	29
5.1 Funding of the Strategic Plan:	29
5.2 Budget of the Strategic Plan:	29
6.0 Appendix	30
Appendix 1: Logical Framework and M&E Plan	30
Appendix 2: TUGATA Detailed Budget	34



Abbreviations and Acronyms

AGM	Annual General Meeting
APJC	Agency Programme Joint Council
BAR	Board of Airline Representatives
BOD	Board of Directors
COMESA	Common Market for Eastern and Southern Africa
DIP	Default Insurance Program
EC	Executive Committee
FESATA	Federation of Eastern and Southern African Travel Agents Association
GDS	Global Distribution System
IATA	International Air Transportation Association
ICT	Information Communication Technology
IRA	Insurance Regulatory Authority
KATA	Kenya Association of Travel Agents (KATA)
KCCA	Kampala Capital City Authority
M&E	Monitoring and Evaluation
TASOTA	Tanzania Society of Travel Agents
TUGATA	The Uganda Association of Travel Agents
UFTAA	United Federation of Travel Agents Association
URA	Uganda Revenue Authority
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
VAT	Value Added Tax





Foreword by the Chairperson TUGATA



Today marks an important milestone in the history of The Uganda Association of Travel Agents. TUGATA has a new five year Strategic Plan.

TUGATA was founded in 1999 (first legal registration of our Constitution), but the necessary paperwork for the registration of our Association was never completed until 2011. In 2011, the Committee decided to register our Association as a Company Limited by Guarantee without Share capital. This formalization of TUGATA's registration made us a legal entity.

Our line Ministry is the Ministry of Tourism, Wildlife and Antiquities. Through our umbrella Association, UTA (of which TUGATA is one of the founding members), funding was secured through Trademark East Africa to develop this strategic plan.

TUGATA is grateful to TMEA for the funding given towards the formulation of our Strategic Plan for the next five years (2016-2021). Indeed, this would have not been possible without the support of UTA. Our members participated in the development

of the Strategic Plan through consultative workshops held in 2016. Thank you members for your active participation, as well as Industry Stakeholders, compounding the ownership of this Strategic Plan.

As an Association, TUGATA has achieved a lot on behalf of our members including: preparing the market for twice monthly remittance, renewal of the DIP insurance scheme through Lion Assurance (10% stake), and more recently, TUGATA has commenced discussion with PPDA to have the Tender Documents amended to cater for travel agents to ensure timely payments. This discussion is still ongoing.

This Strategic Plan has mapped out a direction for the next five years enshrining TUGATA's vision, mission and core values. The travel agent must evolve if we are to survive: we must look to new avenues to support our businesses and become innovative on how we serve our clients. TUGATA shall therefore, as per recommendations in the Strategic Plan, embark on training our members to gain the necessary skills to ensure competitiveness and compliance.

A special thank you goes to all members who participated in the crafting of our Strategic plan, my Committee members who have been extremely supportive and the TUGATA Secretariat for their coordination. With the members support, TUGATA looks forward to remaining relevant to our members and responsive to your needs.

For God and My Country

Pearl Hoareau
Chairperson



Message from the TMEA Country Director



Tourism is one of the fastest growing and most dynamic sectors, has tremendous potential to boost inclusive economic growth across the East African Region and reduce poverty, which is one of the Trade Mark East Africa's objectives of improving the region's intra and global trade competitiveness.

In Uganda, tourism is increasingly becoming a key source of livelihood and pride, helping to support families, local economies and build communities throughout the country. The industry has witnessed growth with an increase in contribution to GDP (from 7.9% in 2013 to 9% in 2015), directly employed over 460,000 majority of whom are women and youth and seen an increase in tourists from 641,743 in 2007 to 1.3 million in 2015. Trade Mark East Africa has been very passionate about supporting this key sector. Results achieved including:

Implementation of the Single Tourist Visa that has seen 4447 tourists applying for the Single Tourist Visa in 2016; development of 4 tourism products for marketing including: **Namugongo Shrine son et lumiere; Uganda National Museum Indigenous dinner; Uganda Rwenzori Cultural Trail; and Interpretation Capacity Building for Birding.** If implemented, these are estimated to bring in about 275,000 visitors in 5 years, strengthening competitiveness of Uganda as a destination.

In our Strategy 2 (2018-2022), we will continue supporting the tourism sector. Key interventions include: Implementing and Marketing the 4 products developed (feasibility studies and fundraising); Empowering women in the tourism value chain by linking communities to tourism products and improving the handicrafts sector; and Enhancing the institutional sustainability of tourism associations.

As Trade Mark East Africa, we are most pleased to have partnered with Uganda Tourism Association to develop this 5-year strategic plan for The Uganda Association of Travel Agents (TUGATA). We expect that as you embark on implementing the strategic plan, you will use it as your basis for decision making on priorities and actions required to strengthen TUGATA's sustainability and increased members' competitiveness in the region.

Moses Sabiiti

Country Director

Trade Mark East Africa (TMEA)





Executive Summary

Introduction: The Uganda Association of Travel Agents (TUGATA) is a member based association of travel agents operating in Uganda founded in early 1990s'. It is incorporated under the laws of Uganda in June 2011 as a company limited by guarantee and has a fully-fledged Secretariat since 2006. TUGATA members comprise of both IATA and non-IATA members. As of September 2016, TUGATA had 35 accredited IATA members and over 100 non-IATA members. Membership is open to those Companies whose primary activity is the sale of air transportation and travel related services. TUGATA members are bound and guided by a code of conduct that requires them to act with integrity and fairness in the overall best interest of the Travel industry.

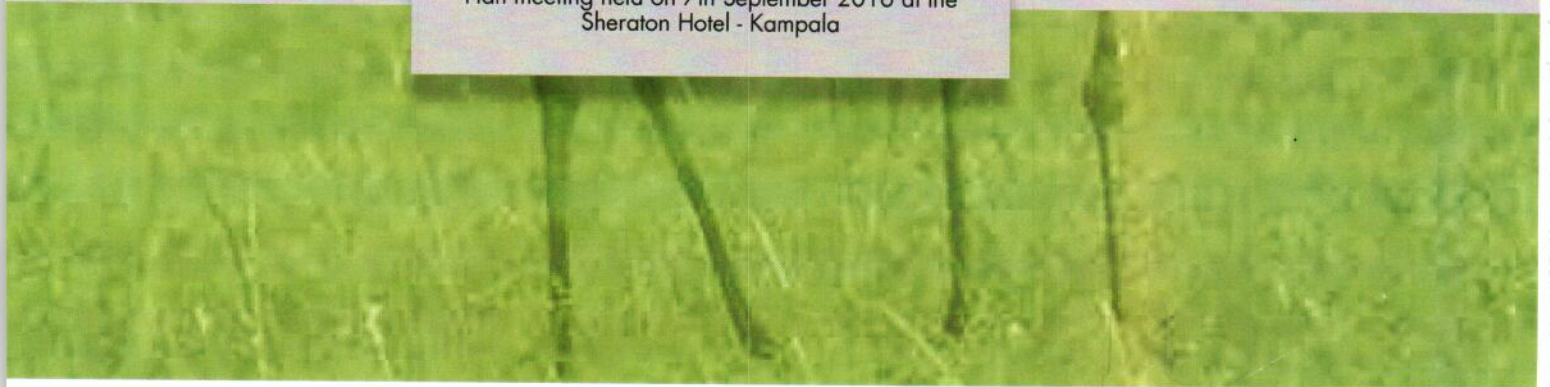
Services to Members of TUGATA: TUGATA offers a number of services to members geared towards improving professionalism in the air travel agent services in Uganda. The services offered include: a) training of staff of member travel agents in relevant areas for the travel Industry, b) dissemination of update information on the travel industry, c) facilitation in acquisition of licenses, d) support in resolving conflicts with stakeholders, d) technical support in complying with IATA regulations and advocacy on issues affecting the travel agents.

Strategic Plan: This Strategic Plan was developed to support TUGATA adequately respond to changes in the operating environment. The plan will help assure that TUGATA as an organization remains relevant and responsive to the needs of its membership and contribute effectively to the transformation of the tourism industry in Uganda. It will also provide a basis for monitoring progress, and for assessing results and impact.

Over the planning period, the **Vision** of TUGATA is to be "A Vibrant Professional Association of Travel Agents". The **Mission** statement for TUGATA is "To superintend over travel agents, promoting ethical practices and member interests with all industry stakeholders.". TUGATA strives to direct professionalism in the air travel industry, through enhancing the individual member agents to professionally provide travel solutions, increasing the Publicity of TUGATA as a trusted reference point for air travel related issues, advocating for the interests of Travel Agent and Strengthening Institutional Capacity of TUGATA. Over the period, four strategic objectives will be pursued and these are:



TUGATA members attending the first TUGATA Strategic Plan meeting held on 7th September 2016 at the Sheraton Hotel - Kampala



Objectives 1: To lobby and advocate for the interests of Travel Agent in Uganda

TUGATA will undertake advocacy activities aimed at improving the Business environment for travel agents in Uganda. The main activities to be implemented include:

- a) Develop and adopt an advocacy strategy and action plan,
- b) Undertake studies on the impact of key issues negatively affecting the travel agents (e.g. taxes),
- c) Engage UTB and the Ministry of Tourism Wildlife and Antiquities to finalise the licensing guidelines for travel agents and the involvement of TUGATA in the licensing process,
- d) Undertake quarterly engagements with other sector players under UTA
- e) Enhance its engagement with Government counterparts and policy makers.

Objective 2: Enhance the capacity of individual member travel agents to professionally provide travel solutions.

The key actions to be implemented are:

- a) Training of members and providing them with update technical information with the aim of building the capacity of members to provide travel solutions.
- b) Offering Mediation and Conflict Resolution services to members and other stakeholders
- c) Offering Credit Referencing of Clients to Members

Objective 3: Strengthening Institutional Capacity of TUGATA

Building on the current institutional foundation, TUGATA will strive to grow into a robust, dynamic and efficient association with the ability to meet the needs of members. This will be attained through:

- a) Enhancing the human resources capacity
- b) Developing and adopting necessary management/Internal Control systems
- c) Improving Compliance to Statutory Requirements
- d) Acquiring adequate modern tools and equipment for the Secretariat
- e) Widening the Income base of TUGATA

Objective 4: To Increase the Publicity of TUGATA

Over the planning period, TUGATA undertake to improve the publicity and visibility of the association to enhance her corporate image and the value of membership. The actions to be implemented under this area are:

- a) Strengthen Communication with the Government and the Travelling Public
- b) Undertake marketing communication for TUGATA through media engagement,



advertisements, promotions, engagement on social media and undertaking e-marketing of TUGATA and her members over the internet

Implementation of the Plan: The Strategic Plan will be implemented through quarterly and annual work plans that will detail the activities to be implemented. Annual work plans will be developed by the secretariat, approved by the Executive committee and submitted together with the budget for the AGM endorsement each year.

Monitoring the Plan Implementation: Over the duration of this Plan, M&E will be undertaken as a strategic and integral component. As a strategic component, M&E will focus on institutional level organizational performance linking institutional processes and resources to programme scope, delivery and effectiveness. As an integral component, M & E will be undertaken in a participatory manner, as part of the day to day service delivery. The Executive committee shall monitor the progress of the implementation of the strategy in line with the M&E plan.

Budget for the Plan: Funds for activities in the plan will be solicited from a number of sources among them contributions from members, corporate institutions, government departments and donor agencies. In addition, various means of raising funds shall be explored to ensure that TUGATA is self-reliant in the long run. The total budget estimates for activities detailed in this strategic plan amounts to Uganda Shillings 948.719 million. The budget for the first year is estimated at 183.2 million, 184.5 million for the second year, 180.5 million for the third and fourth year and 219 million for the fifth year



1.0 Introduction

1.1 Organizational History and Structure

TUGATA History

TUGATA is a member based association of travel agents operating in Uganda founded in early 1990's. The Association established a Secretariat in 2006 to better coordinate its activities. It is incorporated under the laws of Uganda in June 2011 as a company limited by guarantee. Today, TUGATA has a fully-fledged Secretariat manned by two permanent staff.

TUGATA members comprise of both IATA and non-IATA members. As of September 2016, TUGATA had 35 accredited IATA members and over 100 non-IATA members. Membership of The Uganda Association of Travel Agents (TUGATA) is open to those Companies whose primary activity is the sale of air transportation and travel related services. TUGATA members are bound and guided by a code of conduct that requires them to act with integrity and fairness in the overall best interest of the Travel industry.

TUGATA was founded to promote and enforce professionalism in the travel industry, and IATA requirement for travel agents to be members of the national association of travel agents before being accredited. The objectives of TUGATA as discussed in detail in the Articles and Memorandum of Association include the following:

- 1) to represent interests of all travel agents in Uganda;
- 2) to seek recognition, corporation and support of the Government of Uganda;
- 3) to seek recognition, corporation and support of all Africa Travel Agents Association, IATA and UFTAA;
- 4) to negotiate and enter into agreements with commercial undertakings for the betterment of travel agents business and tourist industry in general;
- 5) to promote tourism and air transport in Uganda;
- 6) to encourage Ugandans to play a significant role in the air travel and tourism industry;
- 7) to encourage, assist and support members of the association to succeed in their business enterprises and to help them acquire all the necessary licensees;
- 8) to encourage, promote and protect the interests of members and other persons in the travel business ethics;
- 9) to discourage unfair competition without necessarily interfering in any way with individual initiatives in trade;
- 10) to promote friendly relations and cooperation among members;
- 11) to provide machinery for consultations and negotiations between TUGATA and other organizations/institutions concerned with the travel industry;

- 12) to keep members of the general public informed about the advantages of making their travel arrangements through members of the association;
- 13) sharing information among members;
- 14) to work with strategic partners and collaborative networking with other stakeholders like government, donors, private institutions and similar civil society organizations ensuring that targeted beneficiaries standards of living are improved

TUGATA is a member of International professional bodies: United Federation of Travel Agents Association (UFTAA), Federation of Eastern and Southern African Travel Agents Association (FESATA), APJC (Agency Programme Joint Council), and works very closely with their affiliates in Tanzania (TASOTA) and Kenya (KATA). In Uganda, TUGATA is a member of the Uganda Tourism Association (UTA) and cooperates with other associations in Uganda's Tourism industry.

Governance of TUGATA

The supreme governance organ of TUGATA is the annual general meeting (AGM) that sets policy directions and approves annual statement of accounts. The AGM elects the executive committee (EC)/ Board of Directors (BOD) who are charged with setting strategic direction, resource mobilization and supervision of Secretariat staff. The Executive committee is fully constituted with both IATA and non-IATA members, and members are elected from the broad spectrum of the membership. The Executive Committee (EC) members have a two term limit that is well observed and respected. The EC holds monthly meetings and a record of all the minutes and resolution made are documented and kept at secretariat office.

Services to Members of TUGATA

TUGATA offers a number of services to members geared towards improving professionalism in the air travel agent services in Uganda. The services offered include:

- a) Training of staff of member travel agents in relevant areas for the travel Industry that are a core in equipping your staff with performance enhancement skills.
- b) Dissemination of update information on the travel industry including latest Industry bulletins / Travel tips useful in running travel agency business through newsletters and the Association website
- c) Facilitation in acquisition of licenses from Government Ministries, Departments and Agencies like Uganda Tourism Board and KCCA.
- d) Support in resolving conflicts with other agents, clients and other travel industry players through mediation and enforcing provisions of the TUGATA code of conduct
- e) Technical support in complying with IATA regulations and offering recommendation for IATA accreditation
- f) Lobbying and advocacy on issues affecting the travel industry including representation at International Institutions connected with air travel industry worldwide like UFTAA (United Federation of Travel Agents' Associations), FESATA (Federation of Eastern & Southern African Travel Agents Association).

TUGATA Achievements 2012 -2016

Following a dedicated service to the membership over the period 2012-2016, TUGATA have registered a number of achievements that form the platform for strategic interventions over the next five years. These include:

- **Increase in Membership and financial base:** Recruitment of more members from just 40 to now over 100 paid-up members. Together with sponsorship, TUGATA's financial base has been strengthened. The Association has been able to generate surpluses over the last three years, with a total accumulated surplus of 82,289,654 shillings as of 31st December 2015. The association heavily depends on membership contributions, who pay annual membership fees of 500,000 shillings and in 2015, close to all members of the association had paid their membership, a good practice that should be promoted. The Association was also able to attract corporate sponsorship that generated 29,892,750 shillings in 2014 and 25,884,481 shillings in 2015. The association has not ventured into fundraising from development partners.
- **Capacity building for members:** TUGATA has conducted several trainings that have equipped travel agents with performance enhancement skills. TUGATA has also increased IATA accredited members –up a service fee structure that has guided agents to mark-up their ticket sales. This has hence increased revenue to agents.
- **Strengthened Governance and management:** The Governance framework has been strengthened by amendment of the TUGATA Constitution to limit board members to 2 consecutive terms. A second staff was recruited to strengthen the secretariat.
- **Partnerships and Sponsorship:** TUGATA has initiated partnerships and sponsorship with insurance companies (AIG and Lion Assurance), Global Distribution System (GDS) service providers such as Amadeus and Travelport. These have delivered direct benefits to members and sponsorship of TUGATA activities.
- **Mediation to Resolve Conflict:** TUGATA has managed to handle grievances of its members through arbitration
- **Advocacy and Lobbying** of government and other industry stakeholders to improve travel agency business environment. This has : 1)made it possible for IATA agents to continue trading under Default Insurance Program (DIP) scheme provided by Lion Assurance and Sanlam Insurance, 2) Together with BAR and IATA thwart URA's proposal to have 18% VAT imposed on the airport departure tax component on every ticket issued out of EBB, 3) Together with BAR and IATA, was successful in having a proposal from the Ministry of Tourism, for every visitor entering into Uganda pay USD 20.00 for "Travel Insurance.", 4) Lobbying with Insurance Regulatory Authority (IRA) and IATA to have DIP approval for Lion Assurance for the years 2014 onwards, 5) lobbying with airlines not to charge TUGATA members ticketing fees when they come directly to the airline to ticket. TUGATA was instrumental in re-launching of UTA as the apex body for the Tourism industry in Uganda.
- **Recognition by IATA:** TUGATA has been recognized by IATA as the voice of the travel agency in Uganda. It prepared the Ugandan market and IATA agents for Bi-monthly

remittance with IATA by ensuring that zero defaults at the time of the implementation date of 01 January 2016, and has been taking part in brokering the DIP plan every year since 2004.

1.2 Need for a Strategic Plan

Since its founding, The Uganda Travel Agents Association (TUGATA) has undergone tremendous transformation and growth from a loose association of five members to over 100 IATA and non-IATA accredited members. On the broader side, the travel industry has experienced growth with a series of challenges. Globally, with the increasing impact of ICT, several travel agents are challenged to remain competitive, as IATA continue to adopt reforms that have the potential to undermine the capacity of many local travel agents from effectively participating in the industry. At a National level, the number of travel agents has increased and many are operating under un-ethical practices that are denting the image of the industry, while the visibility and value of TUGATA membership is not well recognized by the general travelling public. As the number of airlines out of Entebbe increase, Uganda is considering re-introducing the Uganda National airline and TUGATA needs to be well positioned for the members to benefit from the existence of a national airline. Meanwhile, most airlines have intensified direct sales to corporate companies and the travelling public including online purchase of tickets that is affecting the travel agents businesses. However, the Government has prioritized the tourism sector and more investment is expected to address the bottlenecks and the inflow of tourists are expected to increase creating more business opportunities for the travel agents but these have to be capacitated to benefit for the increasing competition in the industry.

Within TUGATA, the membership is yearning for more services and support in professionalizing the travel agency business. Members require more structured trainings and technical support in complying with IATA regulations, advocacy to improve the business environment and a vibrant association that is visible and recognized so that using the logo of TUGATA is valued by the travelling public.

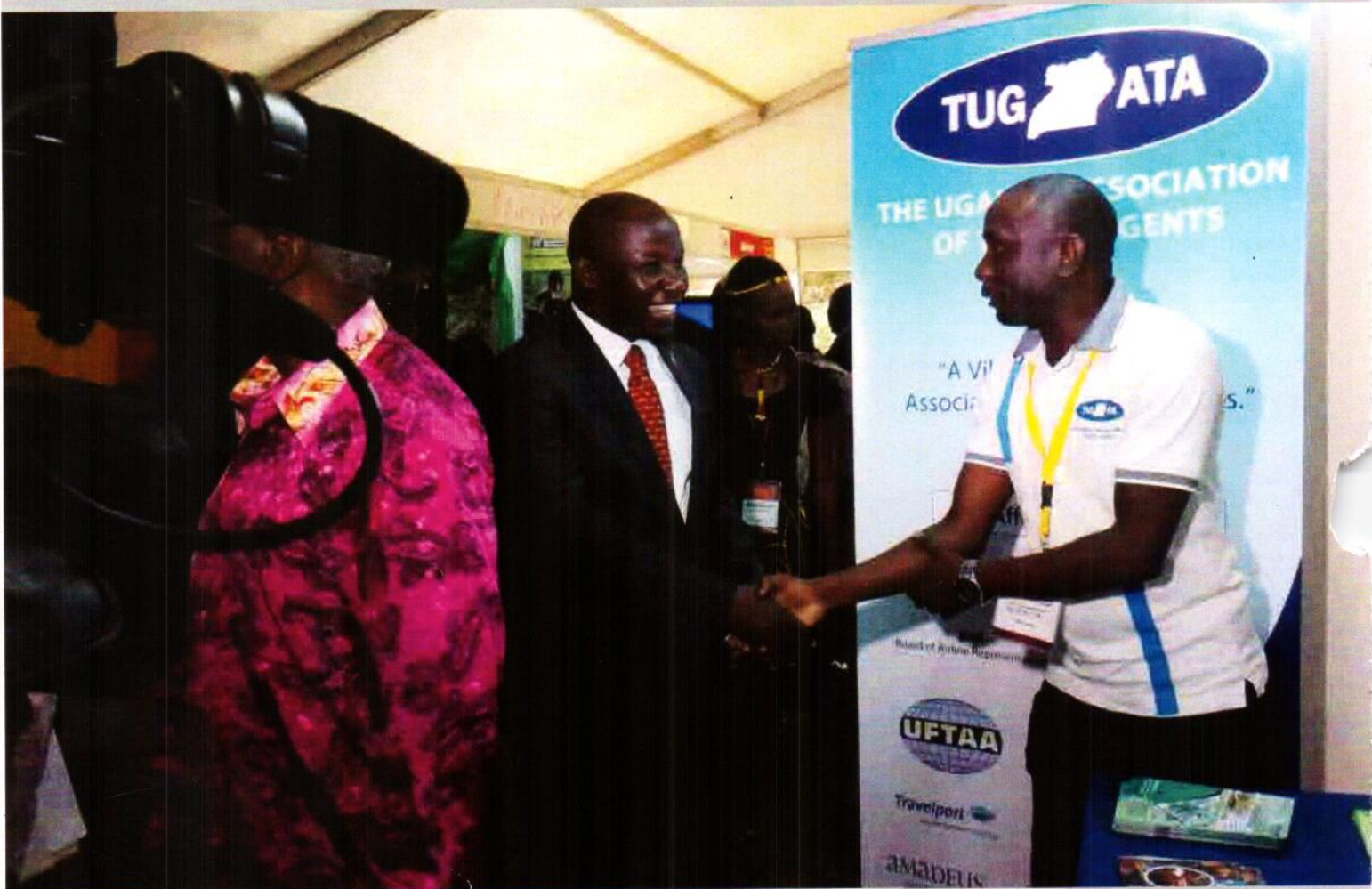
As a result of these changes, the interests of key stakeholders and mandate of the organization have changed, necessitating planning to help assure that TUGATA as an organization remains relevant and responsive to the needs of its membership and contribute effectively to the transformation of the tourism industry in Uganda. The strategic plan was needed to refocus the services of the association to its membership. The strategic plan is also to facilitate new program development and provide a basis for monitoring progress, and for assessing results and impact. The plan is intended to enable TUGATA to look into the future in an orderly and systematic way. From a governance perspective, the plan shall enable the Board to set policies and goals to guide the organization, and provides a clear focus to the secretariat staff for program implementation and management.



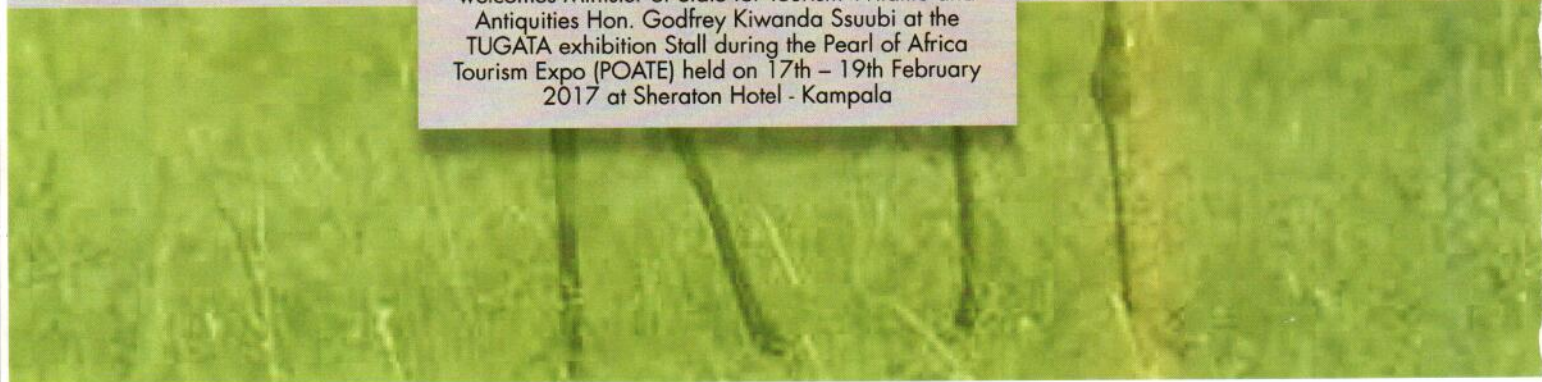
1.3 How the Strategic Plan was developed

The plan was developed in a participatory manner facilitated with a team of experts from Salex International. With the support of Trademark East Africa through project support to Uganda Tourism Association, a one day organizational capacity assessment was held, followed by a two day strategic planning workshop. The strategic planning workshop was attended by board members, staff, and other stakeholder representatives including UTA and Government.





TUGATA General Manager Nicholas Kalyango welcomes Minister of State for Tourism Wildlife and Antiquities Hon. Godfrey Kiwanda Ssuubi at the TUGATA exhibition Stall during the Pearl of Africa Tourism Expo (POATE) held on 17th – 19th February 2017 at Sheraton Hotel - Kampala



2.0 The Environmental Scan

2.1 The External Environment

2.1.1 Global and National Situation and Trends

IATA Regulations and Business Practices: Effective 1st January 2016, Uganda based travel agents started implementing the twice monthly remittances arrangement, under the new IATA business model. Whereas it reduces the amount of bank guarantee required, it affected credit arrangements of travel agents with clients as it increased the working capital requirement of travel agents. Overall, IATA's business decisions directly impact the business of travel agents all over the region and it requires continuous engagement at the national association level.

International Air Traveller Arrivals and Departures: The number of air travellers in and out of Uganda has generally increased over the last five years. The number of arrivals increased from 574,282 travellers in 2011 to 623,323 travellers in 2015 representing an 8.5% growth over the five years. Of these arrivals, an average of 30.7% was Ugandans and 69.3% were non-Ugandans. On the other hand, the number of departures increased from 465,378 travellers in 2011 to 608,637 travellers in 2015 representing a 30.8% growth over the five years. Of these departures, an average of 28.4% was Ugandans and 71.6% were non-Ugandans as summarized in table 1 below.

Table 1: **Air Travellers in and out of Uganda 2011-2015**

	Ugandans			Non-Ugandans				
	Residents	Non Residents	Total	Residents	Non Residents	Total	Grand Total	%age annual Change
Arrivals								
2011	151,311	19,506	170,817	35,706	367,759	403,465	574,282	
2012	165,145	16,380	181,525	40,369	399,535	439,904	621,429	8.20973
2013	192,890	14,533	207,423	34,733	408,675	443,408	650,831	4.73135
2014	199,045	15,046	214,091	40,574	428,434	469,008	683,099	4.95797
2015	177,162	16,882	194,044	43,954	385,325	429,279	623,323	-8.75071
Departures								
2011	132,095	14,030	146,125	34,287	284,966	319,253	465,378	
2012	140,259	13,425	153,684	36,597	355,623	392,220	545,904	17.3034
2013	142,616	16,961	159,577	33,176	383,169	416,345	575,922	5.49877
2014	137,076	11,726	148,802	31,155	377,048	408,203	557,005	-3.28465
2015	157,302	14,490	171,792	32,716	404,129	436,845	608,637	9.26958

Overall, the number of departures has increased to match the number of arrivals. Most air travellers are non-Ugandans from COMESA countries, Western Europe and North America. Accordingly, Uganda based travel agents have to position themselves to serve non-resident travellers both Ugandan and non-Ugandans. This requires investment in ICT to ensure global presence and offering travel services professionally in order to remain competitive.

Technology Driving Growth in Travel Industry: The advance of ICT continues to change the way travel agents conduct their business. For the period 2011-2015, the number of fixed internet subscribers has increased from 88,786 to 130,200 travellers, equivalent to annual percentage increase of 14.8%, while mobile wireless internet subscriptions increased from 977,500 to 7,349,540 with an annual average percentage increase of 29.1%. Internet users are estimated to have increased from 4.8m people in 2011 to 13.842m people in 2015 equivalent to annual growth of 28%. Accordingly, internet penetration in Uganda is estimated to have increased from 3.2% in 2011 to 34.6% in 2015 as summarized in the table 2 below.

Table 2: **Internet subscriptions, 2011-2015**

Users and subscribers	2011	2012	2013	2014	2015	Annual %age increase
Fixed Internet Subscribers	88,786	96,000	100,900	113,400	130,200	14.8
Mobile wireless internet subscriptions	977,500	2,692,705	3,625,559	5,694,930	7,349,540	29.1
Estimated internet users ('000)	4,800	6,200	7,314	10,813	13,842	28
Internet penetration	3.2	8.2	20.7	29.5	39.7	34.6

Increase in internet penetration has significant implications for the travel industry. First, travellers are able to purchase air tickets online directly from the airlines and they receive the tickets directly without engaging travel agents. Therefore, travel agents require not only to sale tickets but to provide travel advice that provides travellers with a convenient and lasting experience. Secondly, airlines are aggressively marketing and reaching a wide range of travellers who have access to internet including the corporate companies. This is a threat to travel agent's business with potential to reduce business especially among regular travellers. Thirdly, improvement in technology has changed business practices of both travel agents and travellers. Payment options have changed like mobile money that travel agents have to adopt. Equally, regulators and other actors in the sector have adopted online business processes. For example, IATA accreditation can now be processed online without having to obtain TUGATA recommendations.

Airlines operating in Uganda: The number of airlines operating in Uganda has not changed much over the last five years. The main airlines operating at Entebbe airport include:

Qatar Airways, Turkish Airlines, Egypt Air, Emirates, Ethiopian Airlines, Kenya Airways, KLM Royal Dutch Airlines, Rwanda Air Express, SN Brussels, South African Airways, Precision Air, and Etihad Airways. Competition among airlines has increased. Many airlines are offering direct offers to corporate companies that undermine the business of travel agents. Equally, some airlines are implementing unfair business practices especially regarding refunding of unutilized tickets leading to extended holding of travel agents monies. Most importantly, no airline is refunding the tax component that has been charged to the client even in unutilized tickets. The Government has announced the revival of Uganda airlines and TUGATA has the opportunity to raise with the Government all issues affecting travel agents to form part of the reforms needed to support the successful re-launch of the Uganda airlines.

Regulatory and Business Environment for Travel agents: The Government regulatory framework presents a number of threats for travel agents in Uganda although efforts to improve are being implemented. First, whereas the Uganda Tourism Board (UTB) is mandated to license travel agents, issuance of licenses is yet to commence. This has enabled many brief-case travel agents to continue operating in the Ugandan market with total disregard to ethical and professional practices. TUGATA will need to play an active and supplementary role to UTB in the licensing of travel agents in order to promote fair competition and professionalism in the travel industry. Secondly, whereas travel agents make sales on behalf of airlines and therefore not subject to withholding and value added taxes, many travel agents still find challenges with URA that demands them to pay these taxes mainly because of non-filing of returns and or limited understanding of the taxation regime. There is need for TUGATA to work with URA in increasing awareness about the taxation regime and promoting tax compliance of travel agents. Thirdly, travel agents business environment is challenging. The fluctuation of foreign exchange rates affects the business of travel agents. Whereas as the Government is the biggest buyer of air travel tickets, her payment terms of at least after 30 working days against the bi-monthly remittance to IATA requirements and preference to use the BOU exchange rate other than the market exchange rate and the practices effecting the withholding taxes at source yet air ticket sales should not be subject to withholding taxes negative impact on the business of travel agents. The Government has recognized UTA to which TUGATA is a founding member as a true voice of the private sector. TUGATA will therefore continue to act jointly under UTA in engaging the Government of regulatory issues.

2.1.2 Summary of Opportunities and Threats

Opportunities

There are a number of opportunities that TUGATA will pursue over the next five years to enhance its capacity and efficiency to deliver services to travel agents. These include:

- 1) **Revival of Uganda airlines:** The Government has announced plans to revive the Uganda airlines, which will require the services of travel agents incorporated in Uganda. This is an opportunity for TUGATA to present to Government all issues affecting their

business as one of the pre-conditions for the success of the revised Uganda airlines.

- 2) **Exportation of labourers:** The Government has concluded several memorandum of understanding with Arab countries that has seen an increase in the export of labour. These present increased business opportunities for TUGATA members and TUGATA can exploit this opportunity by seek partnership with labour exporting firms to use TUGATA members for ticketing
- 3) **Government reforms to promote Tourism:** The Government has prioritized tourism as one of the primary growth sectors and has most recently started to undertake reforms to promote tourism. These include reduction in the visa fees to \$50 from \$100, adoption of the EAC single visa and adoption of online Visa application all of which are aimed at easing travel by air in and outside Uganda. This good will by the Government presents opportunities for TUGATA to advocate for more reforms on issues affecting travel agents that have potential to support increased tourist inflow into Uganda.
- 4) **Growth of air Travellers in and out of Uganda:** Uganda air travel market is growing with more players joining the industry. Some travel agents have started trading directly with airlines (outside GDS). TUGATA can further promote this by continuously supporting capacity building of her members to offer services professionally so as to sustain the trust between the airlines and travel agents. TUGATA can also play a significant role in mediating travel agents with other stakeholders including airlines to ease dispute settlement as compared to resorting to the court process that is expensive and time consuming.
- 5) **Increased access to modern ICT:** Technology is making transaction processes easy and faster. Equally, increased access to technology means reduced cost of reaching a wide range of clients in a short time. TUGATA can exploit this opportunity by aggressively supporting her membership adopt age cutting technologies in delivering services.
- 6) **Implementation of EAC and COMESA regional integration initiatives:** Uganda is a founding member of both EAC and COMESA and has made several commitments to promote regional trade and investments. These commitments have led to increased travellers in and outside Uganda thereby creating opportunities for increased business for travel agents. TUGATA can exploit these opportunities by fostering more cooperation and partnerships with regional travel agents and tour operators.

Threats

The air travel agents are faced with a number of threats that are of concern for TUGATA. The threats include:

- 1) **Unfavourable Economic Conditions:** The air travel agents business is challenged by multiple and high taxes that increases fares e.g VAT and high airport tax on air tickets and fluctuating exchange rates. Most travel agents do not know what taxes they are supposed to be paying. TUGATA will be engaging Government agencies to improve the economic environment for travel agents.
- 2) **Non-business friendly Government procurement guidelines for air tickets:** Government policy under PPDA provides for payment for air tickets within 30 days yet travel agents are required to remit twice monthly to the airlines. Many government agencies also continue to deduct withholding tax on air ticket purchases yet travel agents, which is not application to travel agents as per the URA practicing notes of 2007. Government agencies also prefer to pay for air tickets based on BOU exchange rate that is several times not adequate to meet the cost of the tickets.
- 3) **Weak Regulatory Framework for travel agents:** The framework for regulating travel agents is still weak, which has allowed informal and unethical travel agents to operate and defraud clients and this continues to dent the image of the industry. There is also lack of awareness among political leaders on belonging to associations as a precondition for practicing in the travel industry. TUGATA will be seeking to actively participate in the regulation and licensing of travel agents as well as promoting ethical conduct of her members. TUGATA will also double efforts to have more travel agents become members so that they are encouraged to oblige with the code of conduct.
- 4) **High Bank guarantees for the IATA members,** forcing members to trade outside BSP. TUGATA should support members prepare for IATA financial assessment so as to be eligible for minimum bank guarantee based on the agents remittance holding capacity.

2.2 Internal Environment

2.2.1 TUGATA Organisational Capacity Assessment

TUGATA undertook an organizational capacity assessment covering six key capacity areas of the Association. These were: leadership and governance, strategy and program management, rewards (human resource management), financial management, general administration and management, and external relationships. The findings revealed that TUGATA has a fully functional leadership and governance system. It is fully incorporated under the laws of

Uganda, holds AGMs that appoints a board to govern the association, supported with a thin secretariat of two staff members. However, the association is challenged with inadequate internal regulations/operational guidelines and compliance with the laws like the tax law.

TUGATA has been operating without a strategic plan to guide her strategy and programme activities that affected her effectiveness in serving member needs. This has undermined her ability to appropriately build the capacity of members, implement the advocacy agenda and monitor delivery of services to the membership. TUGATA has a staff compliment of two that are inadequate in meeting the membership needs and operational guidelines for staff are not well developed. TUGATA has a basic spreadsheet based financial management system, conducts external annual audits and there is prudence in financial management. However, the internal financial controls and policy operational guidelines are not documented. TUGATA has all the basic office facilities and equipment to enable the current staffing level deliver the services to the membership but administrative guidelines are not documented.

The assessment found the association with good working relationships with Private Sector UTA, Uganda Tourism Board, AUTO, UFTAA and IATA. However, the association was found with weak working relations and contact with key government policy making bodies. The assessment findings further indicated that the association doesn't have strong policy advocacy and engagement on issues of travel and tourism with external stakeholder at national level especially those in the line ministry of Tourism Wildlife and Antiquities, parliament committee on economy, Uganda Tourism Board.

2.2.2 Summary of Strengths and Weaknesses

Strengths

Leadership and Governance Capacity: TUGATA is fully registered under the laws of Uganda and has objectives that provide a clear focus of the association. All the governance and leadership structures (executive committee, annual general meeting and the secretariat) are functional. However, the Association is not fully compliant with some of the statutory regulations including registration and making remittances to NSSF, registration with URA and paying the necessary taxes, compliance with the labour laws and filling annual returns with URSB. TUGATA is also challenged with lack of internal regulation policies/guidelines including the human resources and the finance and accounting manual. To further strengthen leadership and governance, TUGATA undertakes to: a) undertakes voluntary registration with NSSF and starts making monthly reduction and remittance, b) completes registration with URA and complies with all her tax obligations including Income tax and PAYE, c) develop and adopt employment terms and conditions that are compliance to the labour laws of Uganda, d) develops and adopts missing policies and guidelines to operationalize key provisions in the articles and memorandum of Association and these include the Human resources manual and the financial and accounting manual/policy, e) reviews the Constitution to strengthen succession planning by providing for an advisory body of outgoing chairperson and other

board members as well as providing a member of the board/EC the responsibility of Managing Director. This is aimed at strengthening the Secretariat in the absence of an Executive Director, for which the association finances do not favour recruitment in the short to medium term.

Financial Management Capacity: TUGATA is operating a manual spreadsheet based financial and accounting system and keeps financial records of the association. Monthly financial reports are prepared and annual reports. External auditors are retained to facilitate annual audit of books of accounts that are presented to the AGM. This can be augmented by: 1) develop and adopt a formal financial and accounting manual with detailed guidelines for each of the finance and accounting processes, 2) acquiring a simple computerized accounting system for its operations, 3) recruiting an accounts assistant to be in charge of the finance and accounting function, 4) develops and adopts a financial sustainability strategy that can guide it in investing surplus funds, 5) seeking grants from development partners by preparing proposals in partnership with UTA for capacity building of members.

Administration and general management Capacity: The association has all the basic administrative facilities like office, furniture and office equipment that are considered adequately for the current staffing levels. However, with planned recruitment and institutions of new management systems, these will become insufficient. To further strengthen the administration capacity, TUGATA undertakes to :a) document and adopt transport and travel guidelines for staff specifying processes, procedures and necessary allowances for staff travelling on official duty, b) document and adopts procurement and assets disposal guidelines. The guidelines should specify procurement thresholds for different levels of authority, clarify the process of procuring and disposing off any asset, c) document and adopt an asset management policy/ guidelines, specifying the roles and responsibilities of office bearers in the control, use and maintenance of the association's assets, d) develop and regularly update the asset registry, with clear numbers and labels for each of the association's assets. All physical assets will be engraved with identity asset numbers.

Weaknesses

Strategy and Programme Management: TUGATA provides technical support and relevant travel industry update information services to members. It also prepares annual budgets and performance reports that are presented and approved by the AGM. However, the absence of a strategic plan has undermined the comprehensiveness of services delivered to the membership. Equally, TUGATA has not been effective in Capacity Building of Members in relevant technical and business development services, marketing of members' services, and delivering Policy Advocacy and Networking services. The delivery of services is also challenged with the absence of an effective Monitoring and Evaluation system. To further strengthen strategy and programme activities for serving members, TUGATA undertakes to: a) develop and adopt an advocacy strategy with clear policy priority areas and issues to be addressed, b) prepare a detailed annual training programme following a training needs assessment that

will identify the priority training needs, c) seek partnerships with recognized training providers and funding agencies including matching grants at PSFU, which can facilitate and contribute to funding of trainings, d) Organise special awareness raising workshops/trainings for non-IATA members to prepare them for IATA membership, e) develops a campaign to promote her members to the general public, Government agencies and corporate companies as the only professional and reliable providers of air travel services in the country, f) undertakes to promote her corporate image as the main source of trustable information on the professional and reliable travel agents in the country so that it becomes the principle contact point for anyone seeking to obtain air travel services, g) develops and adopts a monitoring and evaluation framework with set performance framework, indicators and tools for tracking progress of the association in serving her members, h) The EC and staff undertakes training in M&E and performance management, and i) implements a recruitment drive to attract more members in joining the association, including non-IATA members.

Rewards (Human Resource Management) Capacity: The Association has a two staff complement with clearly defined job descriptions. Her rewards (human resource management) system is challenged by lack of operational guidelines to guide and control staff while delivering on their responsibilities. To further strengthen the human resources capacity, TUGATA undertakes to: a) recruit two staff, the accounts assistant and the legal officer to augment the existing staff capacities, b) train staff in performance monitoring, IATA related capacities and book keeping and financial management for beginners, c) develop and adopt a comprehensive human resources manual specifying the Association's employment terms and conditions for staff and interns/volunteers, d) undertakes a simplified salary survey and bench marking exercise with other associations in Uganda to collect data on the current labour market conditions for staff. This will facilitate adoption of a salary structure that will guide future recruitment and deployment of staff, and e) develop and adopt a formal staff performance appraisal system with standards forms to facilitate the Executive Committee in conducting annual staff appraisals for all staff including volunteers and interns.

External Relationships Capacity: the association has a weak working relations and contact with key government policy making bodies. Equally, the Association does not have contacts and does not carry out regular media engagement with public on Travel industry issues (radio, TV and newspapers). To strengthen her relations with external stakeholders and the media, TUGATA undertakes to: a) enhance its engagement with Government counterparts and policy makers, in efforts to continuously improve the working/business environment for travel agents, b) Explore partnerships and engagement with the media to enhance the visibility of TUGATA and her members, and the importance of using TUGATA members in meeting all their travel needs, c) document and adopt formal communication strategy, specifying the communication mediums and frequency for the various stakeholders (internal and external).





3.0 Strategic Direction

3.1 Vision, Mission and Values

The **Vision** of TUGATA is to be "A Vibrant Professional Association of Travel Agents".

The **Mission** statement for TUGATA is "To superintend over travel agents, promoting ethical practices and member interests with all industry stakeholders.". TUGATA strives to direct professionalism in the air travel industry, through enhancing the individual member agents to professionally provide travel solutions, increasing the Publicity of TUGATA as a trusted reference point for air travel related issues, advocating for the interests of Travel Agent and Strengthening Institutional Capacity of TUGATA.

To achieve the mission and vision articulated in this Strategic Plan, TUGATA will be guided by a set of **core values** designed to promote vertical and horizontal accountability and responsibility. These core values are also designed to motivate the executive committee members and staff towards professional excellence, innovation and productivity. TUGATA will increasingly be known for the following values:

- (i) Fairness and transparency in business practice,
- (ii) Openness to positive and professional contributions by all stakeholders, and
- (iii) Continuous promotion of friendly relationships between members and stakeholders

3.2 Strategic Focus

This Strategic Plan has the main objective to strengthen the organizational capacity of TUGATA to serve her membership needs. The Strategic Plan redefines the focus of the TUGATA, lays a framework for lobby and advocacy, building the capacity of members to professionally provide travel solutions, increasing the visibility of TUGATA and strengthening the institutional capacity.

In the first two years, the main focus will be to strengthen the institutional capacity by putting in place all the necessary facilities and human resources, developing and adopting internal operational guidelines/manuals to strengthen management systems, and to attract/recruitment new members. Starting the third year, the main orientation of TUGATA will be strengthening the organizational capacity by implementing an advocacy agenda that delivers benefits to the travel industry, strengthening delivery of services and capacity building of members and engaging the media to improve the visibility of TUGATA.

3.2.1 Outcomes/Changes to be pursued

Over the period 2017 – 2021, TUGATA will aim at achieving four changes (outcomes) in critical areas of the travel business operating environment. These are:

- a) Improvement in the business environment for travel agents through advocacy. This will include strengthened regulation regime for travel agents with the adoption of licensing regulations that require travel agents to belong to a professional association (TUGATA) before being licensed
- b) Increased demand for TUGATA member's services by the travelling public (market share)
- c) Increased Visibility and membership of TUGATA
- d) Strengthened institutional capacity of TUGATA to effectively meet the needs of her membership

3.2.2 Strategic objectives

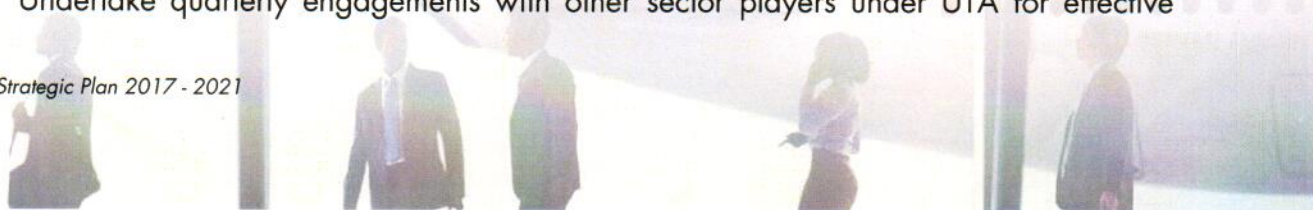
TUGATA will accordingly pursue four strategic objectives. These objectives directly address the key strategic issues identified during the strategic planning process and have been developed based on the aspirations and the needs of the membership. The strategic objectives are:

- 1) To lobby and advocate for the interests of Travel Agent in Uganda
- 2) To enhance the capacity of individual member travel agents to professionally provide travel solutions to clients
- 3) To increase the Publicity of TUGATA
- 4) To strengthen Institutional Capacity of TUGATA

Objectives 1: To lobby and advocate for the interests of Travel Agent in Uganda

TUGATA will undertake advocacy activities aimed at improving the Business environment for travel agents in Uganda. The main activities to be implemented include:

- a) Develop and adopt an advocacy strategy and action plan, including a stakeholder's map to guide regular dialoguing and information sharing meetings with these stakeholders
- b) Undertake detailed studies on the impact of key issues negatively affecting the travel agents (e.g. taxes, long payment periods by Government, licensing of travel agents by UTB, etc) and engage the relevant stakeholders including Government ministries departments and agencies and IATA for redress
- c) Engage UTB and the Ministry of Tourism Wildlife and Antiquities to finalise the licensing guidelines for travel agents and the involvement of TUGATA in the licensing process
- d) Undertake quarterly engagements with other sector players under UTA for effective



- engagement with other stakeholders on issues of concern to the travel agents
- e) Enhance its engagement with Government counterparts and policy makers, in efforts to continuously improve the working/business environment for travel agents.

Objective 2: Enhance the capacity of individual member travel agents to professionally provide travel solutions to clients

Training of members and providing them with update technical information

TUGATA will build the capacity of members to professionally provide professional advice and manage their businesses. This will be achieved through:

- a) Prepare a detailed annual training programme following a training needs assessment that will identify the priority training needs,
- b) Undertake regular and structured trainings in key areas prioritized by the members through bi-annual trainings in areas for example customer care and tax compliance
- c) Organise special awareness raising workshops/trainings for non-IATA members to prepare them for IATA accreditation,
- d) seek partnerships with recognized training providers and funding agencies including matching grants at PSFU, which can facilitate and contribute to funding of trainings,
- e) Provide update regular travel industry information on technical and policy/regulatory issues through technical briefs, monthly newsletter, and meetings with the membership to assist members in timely decision making

Offer Mediation and Conflict Resolution services to members and other stakeholders

TUGATA undertakes to offer mediation services to her members in matters of conflict with their clients, airlines, IATA and other stakeholders. This will be realized through:

- a) Reviewing and updating the TUGATA code of conduct, and disseminating it to all members for compliance and enforcement
- b) Recruitment of mediator
- c) Creating an appeals committee at the board level
- d) Collection of data from members on any mediation case and undertake verification of collected data before engaging in a mediation

Offer Credit Referencing of Clients to Members

Most travel agents offer services on credit but there is no central and reliable credit reference point for members. Over the planning period, TUGATA undertakes to provide credit reference services to the members and this will be achieved through:

- a) Develop guidelines for classifying clients as being of poor credit rating
- b) Solicit regular information from members on clients with poor credit rating
- c) Maintain a data base of poorly credit rated clients and provide information of such clients to members on request

Objective 3: Strengthening Institutional Capacity of TUGATA

Building on the current institutional foundation, TUGATA will strive to grow into a robust, dynamic and efficient association with the ability to meet the needs of members. A strategic approach to institutional strengthening will be pursued focusing on human resources capacity enhancement, management/internal control systems, acquisition of adequate office tools and equipment, and meeting regulatory requirements. To attain this objective, TUGATA will implement five strategic actions, and these are:

Enhance the human resources capacity

TUGATA undertakes to improve its human resource capacity. The basic foundation of her human resources strategy is to develop the capacity to attract and retain the best staff by establishing a highly competitive working environment that enhances individual creativity, rigorous supervision and output-based remuneration packages for staff. The activities to be implemented under this action area include:

- a) Undertake a comprehensive human resources needs assessment, define an organ gram and adopting a staff recruitment plan;
- b) Recruitment of approved staffing positions¹;
- c) Training staff in core areas of interest to TUGATA including IATA regulations, travel business management, monitoring and evaluation, etc to enable them execute their responsibilities;
- d) Undertake a remuneration survey to establish employment terms and conditions for staff in associations similar to TUGATA;
- e) Develop and adopt a human resources manual (staff employment terms and conditions) that is compliant to the national labour laws;
- f) Develop and adopt a staff appraisal performance system defining the process and standard appraisal forms for all staff, with clear performance targets and bench marks.
- g) Develop and adopt guidelines for recruiting and supervising volunteers and interns

Develop and adopt necessary management/Internal Control systems

TUGATA will put in place and implement standard operating procedures/guidelines and necessary policies/manuals to be used for directing staff when delivering on their duties. The priority management systems and manuals that the association will develop and adopt include:

¹ The organizational capacity assessment identified an Accounts Assistant and a Legal/mediation Officer

- a) Operational management manual including the human resources manual, finance and accounting manual, procurement and disposal of TUGATA assets, and asset management guidelines;
- b) The board/Governance manual;
- c) Computerised accounting system,
- d) Reviews the Constitution to strengthen succession planning by providing for an advisory body of outgoing chairperson and other board members as well as providing a member of the board/EC the responsibility of Managing Director. This is aimed at strengthening the Secretariat in the absence of an Executive Director, for which the association finances do not favour recruitment in the short to medium term.

Improve Compliance to Statutory Requirements

TUGATA undertakes to comply with all statutory requirements for operating in Uganda as a company limited by Guarantee. The key actions to be taken in this area include:

- a) Undertake voluntary registration with NSSF and start making monthly reduction and remittance,
- b) Complete registration with URA and comply with all her tax obligations including Income tax and PAYE,
- c) Develop and adopt employment terms and conditions that are compliance to the labour laws of Uganda,

Acquire adequate modern tools and equipment for the Secretariat

TUGATA will undertake a comprehensive inventory of the current stock of office tools and equipment being used at the secretariat and assess the needs. A procurement plan for replacing old tools and equipment whose life time has expired and new machines that are necessary for the proper functioning of secretariat, in line with the planned increase in staffing and services to members will be prepared and implemented in a phased manner.

Widen the Income base of TUGATA

TUGATA has mainly been dependent of members' contribution until the last two years when partnerships were secured resulting into a number of sponsorships for TUGATA events. Over the planning period, TUGATA will direct efforts at further widening the financial base by establishing mechanisms of ensuring constant cash flows. The main actions to be implemented in this area include:

- a) Develop strategic partnerships with development partners and corporate companies, and deliver bankable proposals for funding, sponsorship, capacity building and resource mobilisation.
- b) Undertake a survey of TUGATA non-members and develop and implement an appropriate strategy for member recruitment including personal visits to non-members

- c) Develop a financial sustainability strategy to direct investment of any surplus funds at the exposure of TUGATA
- d) Upgrade TUGATA website to support interactive engagement and other commercial initiatives like online booking and purchase of air tickets for any of her members to attract commissions and advertisements/sponsorships by corporate companies.

Objective 4: To Increase the Publicity of TUGATA

The visibility of TUGATA among the travelling public, Government and corporate companies is low. Over the planning period, TUGATA undertake to improve the publicity of the association to enhance her corporate image and the value of membership. The actions to be implemented under this area are:

Strengthen Communication with the Government and the Travelling Public

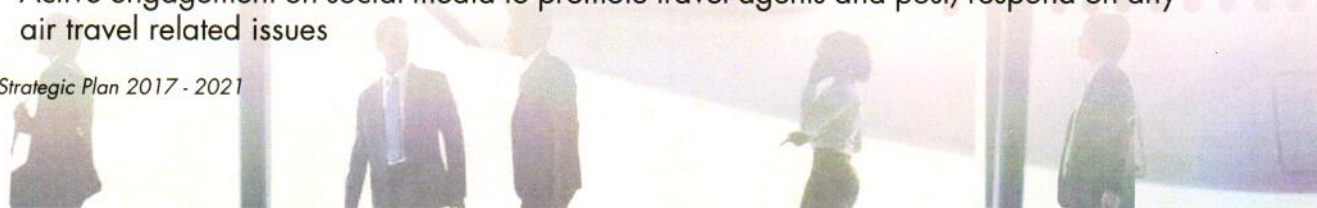
The association has weak working relations and contact with key government policy making bodies, the media. Equally, the Association does not have contacts and does not carry out regular media engagement with public on Travel industry issues (radio, TV and newspapers). To strengthen her relations with external stakeholders and the media, TUGATA undertakes to:

- a) Explore partnerships and engagement with the media to enhance the visibility of TUGATA and her members, and the importance of using TUGATA members in meeting all their travel needs,
- b) Document and adopt formal communication strategy, specifying the communication mediums and frequency for the various stakeholders (internal and external).

Undertake marketing communication for TUGATA

TUGATA will implement marketing communication activities involving awareness creation of the travelling public, Government and corporate companies about TUGATA and her member travel agents. The marketing communication will focus on creating the understanding of the difference and the value of seeking travel advice and solutions from TUGATA members and positioning the association as the central reference point for all air travel related information. This will involve:

- a) Carrying out advertisement through the media (print, radio and TV), including sponsorship of media space e.g daily flight schedules, travel tips etc, and having signposts in strategic areas like at the airport or Entebbe road encouraging travelling public to use TUGATA registered members for their safe traveling solutions.
- b) Engagement with the media and the travelling public on air travel issues through press releases, media articles, talk shows/public dialogues on the benefits of seeking professional travel advice from TUGATA members
- c) Active engagement on social media to promote travel agents and post/respond on any air travel related issues



- d) Engaging in promotion activities of TUGATA member services in partnership with corporate companies or national events e.g sponsoring air tickets
- e) Undertaking e-marketing of TUGATA and her members over the internet

3.3 Strategic Plan Implementation

The implementation schedules highlights when the planned activities in the Strategic Plan are to be implemented. The Strategic Plan will be implemented through quarterly and annual work plans that will detail the activities to be implemented. Annual work plans will be developed by the secretariat, approved by the Executive committee and submitted together with the budget for the AGM endorsement each year. The Executive committee shall monitor the progress of the implementation of the strategy using this schedule together with the M&E plan.



TUGATA Strategic Plan Implementation schedule

Objective and Strategic Actions	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objectives 1: To lobby and advocate for the interests of Travel Agent in Uganda																				
1.1 Develop and adopt an advocacy strategy and action plan		X																		
1.2 Undertake detailed studies on the impact of key issues negatively affecting the travel agents			X			X				X				X					X	
1.3 Engage UTB and the Ministry of Tourism Wildlife and Antiquities to finalise the licensing guidelines for travel agents	X	X	X	X																
1.4 Undertake quarterly engagements with other sector players under UTA	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.5 Engagement with Government counterparts and policy makers on travel business environment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 2: Enhance the capacity of individual member travel agents to professionally provide travel solutions to clients																				
2.1 Training of members and providing them with update technical information																				
2.1.1 Prepare annual training programme	X				X				X				X				X			
2.1.2 Undertake regular and structured trainings in key prioritized areas		X		X		X		X		X		X		X		X		X		X
2.1.3 Hold awareness raising trainings for non-IATA members	X		X			X			X		X			X		X		X		
2.1.4 Seek partnerships with recognized training providers and funding agencies																				

Objective and Strategic Actions	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.5 Provide up to date regular travel industry information on technical and policy/regulatory	X	X	X	X					X	X	X	X	X	X	X	X	X	X	X	X
2.2 Offer Mediation and Conflict Resolution services to members and other stakeholders																				
2.2.1 Reviewing and updating the TUGATA code of conduct																				
2.2.2 Recruitment of mediator																				
2.2.3 Creating an appeals committee at the board level																				
2.2.4 Collection of data from members on any mediation case																				
2.3 Offer Credit Referencing of Clients to Members																				
2.3.1 Develop guidelines for classifying clients as being of poor credit rating																				
2.3.2 Solicit regular information from members on clients with poor credit rating																				
2.3.3 Maintain a data base of poorly credit rated clients and provide information of such clients to members on request																				
Objective 3: Strengthening Institutional Capacity of TUGATA																				
3.1 Enhance the human resources capacity																				
3.1.1 Undertake a HR needs assessment, define an organ gram and adopting a staff recruitment plan	X																			

Year1	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective and Strategic Actions																				
3.1.2 Recruitment of approved staffing positions		X	X	X																
3.1.3 Training staff in core areas of interest to TUGATA					X				X				X				X			
3.1.4 Undertake a remuneration survey to establish employment terms and conditions			X																	
3.1.5 Develop and adopt a HR manual				X																
3.1.6 Develop and adopt a staff appraisal performance system				X																
3.1.7 Develop and adopt guidelines for recruiting and supervising volunteers and interns				X																
3.2 Develop and adopt necessary management/ Internal Control systems																				
3.2.1 Develop an operational management manual				X																
3.2.2 Develop and adopt a board manual	X																			
3.2.3 Procure and install a computerized accounting system			X																	
3.2.4 Reviews the Constitution to strengthen succession planning	X																			
3.3 Improve Compliance to Statutory Requirements																				
3.3.1 Undertake voluntary registration with NSSF	X																			
3.3.2 Complete registration with URA and comply with all tax obligations	X																			

Year 1	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective and Strategic Actions																				
3.3.3 Develop and adopt employment terms and conditions that are compliance to the labour laws of Uganda				X																
3.4 Acquire adequate modern tools and equipment for the Secretariat																				
3.5 Widen the Income base of TUGATA																				
3.5.1 Develop strategic partnerships with development partners and corporate companies for sponsorship and grant funding	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.5.2 develop and implement an appropriate strategy for member recruitment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.5.3 Develop a financial sustainability strategy to direct investment of any surplus funds	X																			
3.5.4 Upgrade TUGATA website to support interactive engagement and other commercial initiatives like online booking and purchase of air tickets from her members					X	X														
Objective 4: To Increase the Publicity of TUGATA																				
4.1 Strengthen Communication with the Government and the Travelling Public																				
4.1.1 Explore partnerships and engagement with the media to enhance the visibility of TUGATA and her members	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.1.2 Document and adopt formal communication strategy			X																	

Year 1	Year 1				Year 2				Year 3				Year 4				Year 5			
Objective and Strategic Actions	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.2 Undertake marketing communication for TUGATA																				
4.2.1 Carrying out advertisement through the media (print, radio and TV)				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.2 Engagement with the media and the travelling public on air travel issues				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.3 Engagement on social media to promote travel agents				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.4 Engaging in promotional activities of TUGATA member services				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.5 Undertaking e-marketing of TUGATA and her members over the internet				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X



4.0 Monitoring and Evaluation

Over the duration of this Plan, M&E will be undertaken as a strategic and integral component of programmatic and institutional strategy. As a strategic component, M&E will focus on institutional level organizational performance linking institutional processes and resources to programme scope, delivery and effectiveness. As an integral component, M & E will be undertaken in a participatory manner, as part of the day to day service delivery.

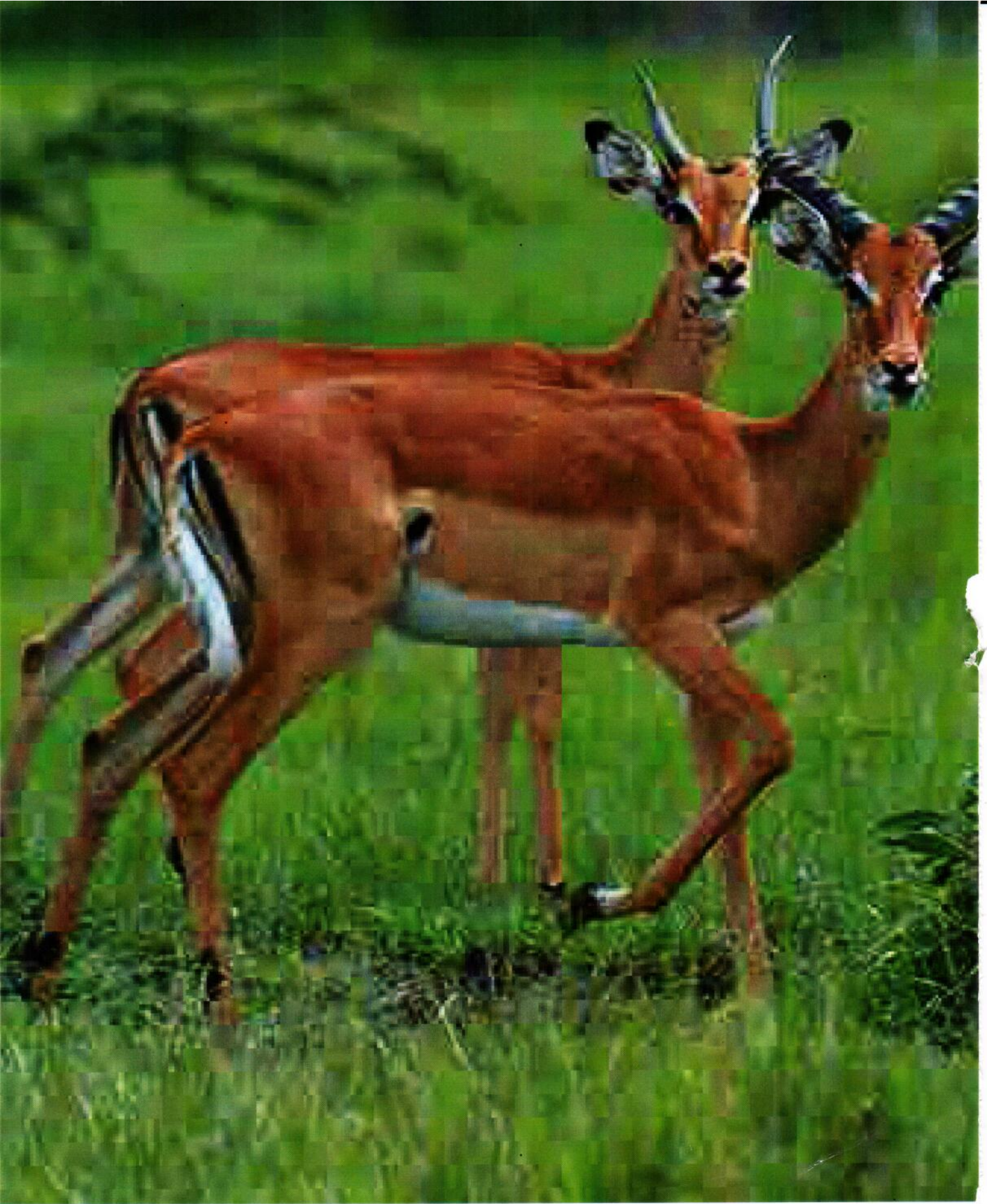
Overall performance of TUGATA will be measured focusing on the following parameters:

Institutional growth benchmarks achieved: This parameter covers evidence of actions to strengthen the institutional and management capacity of TUGATA. Actions to be monitored will include the existence and quality of governance instruments, quality of office infrastructure, ICT infrastructure, working environment, staff retention capacity and quality of research personnel.

Evaluation of Staff Performance and Productivity: This will be the micro-level evaluation focusing on individual TUGATA staff. At this level, M & E will focus on the performance and productivity of individual staff and zonal labour groups. While informal staff evaluations have taken place over time, this will be made more systematic in terms of periodicity, feedback and action. In addition to annual staff performance agreements, standard staff performance and productivity evaluation criteria will be developed and used in conducting M & E at this level.

Evaluation of Tangible Outputs: Monitoring and Evaluation at this level will focus on determining the level of success in delivering on specific service outputs under individual contracts. The process seeks to ascertain the tangible outputs that have been completed either as part of the ordinary course of TUGATA's business. All services will be evaluated annually through an internal M & E process. Some of the tools to be used in this case include service reports, monthly performance reports to the board and audit reports.

As part of the Monitoring and Evaluation (M&E) process, top management and the board will review and refine the plan annually. A detailed M&E plan detailed the indicators and means of verification is in appendix 1



5.0 Funding and Budget Estimates for the Strategic Plan

5.1 Funding of the Strategic Plan:

Funds for activities in the plan will be solicited from a number of sources among them contributions from members, corporate institutions, government departments and donor agencies. In addition, various means of raising funds shall be explored to ensure that TUGATA is self-reliant in the long run.

5.2 Budget of the Strategic Plan:

The total budget estimates for activities detailed in this strategic plan amounts to Uganda Shillings 948,719,650. The detailed budget is attached as **Annex 2**.

The Matrix below provides the summary budget by objective

Year1	Year1	Year2	Year3	Year4	Year 5
Objective and Strategic Actions					
Objectives 1: To lobby and advocate for the interests of Travel Agent in Uganda	23,000,000	19,000,000	19,000,000	19,000,000	19,000,000
Objective 2: Enhance the capacity of individual member travel agents	30,100,000	30,600,000	30,600,000	30,600,000	30,600,000
Objective 3: Strengthening Institutional Capacity of TUGATA	41,200,000	12,200,000	8,200,000	8,200,000	7,900,000
Objective 4: To Increase the Publicity of TUGATA	11,200,000	25,200,000	25,200,000	25,200,000	25,200,000
Administrative costs ²	77,743,930	97,543,930	97,543,930	97,543,930	137,143,930
Grant Total	183,243,930	184,543,930	180,543,930	180,543,930	219,843,930

² The organizational capacity assessment identified an Accounts Assistant and a Legal/mediation Officer Administrative costs include membership fees to UFTA and UTA, legal and audit fees, office rent, office running costs, staff costs, AGM, Mid-term meeting, get togethers and international/local travels,

6.0 Appendix

Appendix 1: Logical Framework and M&E Plan

Results	Strategic Actions	Outputs	Monitoring Indicator	Means of verification
a) Improvement in the business environment for travel agents through advocacy. This will include strengthened regulation regime for travel agents with the adoption of licensing regulations that require travel agents to belong to a professional association (TUGATA) before being licensed b) Increased demand for TUGATA member's services by the travelling public (market share) c) Increased Visibility and membership of TUGATA d) Strengthened institutional capacity of TUGATA to effectively meet the needs of her membership				
Objectives 1: To lobby and advocate for the interests of Travel Agent in Uganda	1.1 Develop and adopt an advocacy strategy and action plan	TUGATA advocacy strategy and action plan	Approved TUGATA advocacy strategy and action plan document	Management reports and EC minutes
	1.2 Undertake detailed studies on the impact of key issues negatively affecting the travel agents	Research/study reports on advocacy issues	Number of advocacy position papers produced	Management reports and EC minutes
	1.3 Engage UTB and the Ministry of Tourism Wildlife and Antiquities to finalise the licensing guidelines for travel agents	Adoption of licensing regulations require travel agents to belong to the sector association	Number of engagements with UTB/MTWA and TUGATA proposals incorporated in the licensing conditions	Management reports
	1.4 Undertake engagements with other sector players under UTA	Tourism sector wide support for TUGATA's advocacy issues	Position papers presented and discussed under UTA	Management reports
	1.5 Engagement with Government counterparts and policy makers on travel business environment	Prioritization of issues affecting travel agents by Government	Number of travel business environment issues presented to Government and percentage resolved	Government communications and publications
Objective 2: Enhance the capacity of individual member travel agents to professionally provide travel solutions to clients	2.1 Training of members and providing them with update technical information			
	2.1.1 Prepare annual training programme	Annual training programme for TUGATA	Approved annual training programme	EC/AGM minutes
	2.1.2 Undertake regular and structured trainings in key prioritized areas	Trainings conducted	Number of trainings conducted	Management reports
	2.1.3 Hold awareness raising trainings for non-IATA members	Awareness/Trainings conducted	Number of trainings conducted	Management reports
	2.1.4 Seek partnerships with recognized training providers and funding agencies	Partnerships secured	Number of MOUs concluded with selected training providers and funding agencies	Management reports

Objective 3: Strengthening Institutional Capacity of TUGATA	2.1.5 Provide up to date regular travel industry information on technical and policy/regulatory	technical and policy/ regulatory update briefs	Number of disseminated briefs	Management reports
	2.2 Offer Mediation and Conflict Resolution services to members and other stakeholders			
	2.2.1 Reviewing and updating the TUGATA code of conduct	Updated code of conduct	Approved revised code of conduct	EC/AGM minutes
	2.2.2 Recruitment of mediator	Retained mediator	Appointment letter of mediator	Secretariat records
	2.2.3 Creating an appeals committee at the board level	Appeals committee created and members appointed	Approved list of appeals committee members	EC/AGM minutes
	2.2.4 Collection of data from members on any mediation case	Data on mediation cases collected and certified	Records of collected information	Secretariat records
	2.3 Offer Credit Referencing of Clients to Members			
	2.3.1 Develop guidelines for classifying clients as being of poor credit rating	Credit rating guidelines	Record of approved credit rating guidelines	Secretariat records
	2.3.2 Solicit regular information from members on clients with poor credit rating	Record of information on credit ratings of travel agents' clients	Record of information on clients with poor rating	Secretariat records
	2.3.3 Maintain a data base of poorly credit rated clients and provide information of such clients to members on request	data base of poorly credit rated clients	Evidence of existence of a database	Secretariat records
	3.1 Enhance the human resources capacity			
	3.1.1 Undertake a HR needs assessment, define an organ gram and adopting a staff recruitment plan	Documentation of HR needs, organ gram and adopted staff recruitment plan	Approved record of HR needs, organ gram and adopted staff recruitment plan	EC/AGM minutes
	3.1.2 Recruitment of approved staffing positions	Recruitment of approved staffing positions	Percentage of filled positions	Management reports
	3.1.3 Training staff in core areas of interest to TUGATA	Staff are trained in all approved core areas	Number of staff who have attended the approved trainings	Management reports
	3.1.4 Undertake a remuneration survey to establish employment terms and conditions	remuneration survey report	Approved remuneration survey report	EC minutes
	3.1.5 Develop and adopt a HR manual	HR manual	Approved HR manual document	EC minutes
	3.1.6 Develop and adopt a staff appraisal performance system	staff appraisal performance system	Approved staff appraisal performance system	EC minutes
	3.1.7 Develop and adopt guidelines for recruiting and supervising volunteers and interns	guidelines for recruiting and supervising volunteers and interns	Approved guidelines for recruiting and supervising volunteers and interns	EC minutes
	3.2 Develop and adopt necessary management/ Internal Control systems			

3.2.1 Develop an operational management manual	operational management manual	Approved operational management manual document	EC minutes
3.2.2 Develop and adopt a board manual	board manual	Approved board manual document	EC minutes
3.2.3 Procure and install a computerized accounting system	computerized accounting system installed	Record of installed computerized accounting system	EC minutes
3.2.4 Reviews the Constitution to strengthen succession planning	Revised Constitution	Approved revised constitution	AGM minutes
3.3 Improve Compliance to Statutory Requirements			
3.3.1 Undertake voluntary registration with NSSF	Completed registration with NSSF	NSSF numbers of TUGATA and all employees	Management reports
3.3.2 Complete registration with URA and comply with all tax obligations	Completed registration with URA	TUGATA's Tax Identification numbers	Management reports
3.3.3 Develop and adopt employment terms and conditions that are compliance to the labour laws of Uganda	TUGATA's staff employment terms and conditions	Record of TUGATA's staff employment terms and conditions	EC minutes
3.4 Acquire adequate modern tools and equipment for the Secretariat			
3.5 Widen the Income base of TUGATA			
3.5.1 Develop strategic partnerships with development partners and corporate companies for sponsorship and grant funding	MOUs with development partners and corporate companies	Number of concluded MOUs with development partners and corporate companies	Management reports
3.5.2 Develop and implement an appropriate strategy for member recruitment	Adopted strategy for new members recruitment	Number of new members recruited	Management reports
3.5.3 Develop a financial sustainability strategy to direct investment of any surplus funds	Approved TUGATA's financial sustainability strategy	Approval record for TUGATA's financial sustainability strategy	EC minutes
3.5.4 Upgrade TUGATA website to support interactive engagement and other commercial initiatives like online booking and purchase of air tickets from her members	Revamped TUGATA website	Revamped TUGATA website	Management reports

Objective 4: To Increase the Publicity of TUGATA	4.1 Strengthen Communication with the Government and the Travelling Public			
	4.1.1 Explore partnerships and engagement with the media to enhance the visibility of TUGATA and her members	TUGATA continuous engagement with the media	Number of times TUGATA is in the media	Management reports
	4.1.2 Document and adopt formal communication strategy	TUGATA's communication strategy	Approved document of TUGATA's communication strategy	EC minutes
	4.2 Undertake marketing communication for TUGATA			
	4.2.1 Carrying out advertisement through the media (print, radio and TV)	Improved visibility of TUGATA	Number of media advertisements	Management reports
	4.2.2 Engagement with the media and the travelling public on air travel issues	Improved visibility of TUGATA	Number of media and travelling public engagements	Management reports
	4.2.3 Engagement on social media to promote travel agents	TUGATA active on social media	Number of followers on TUGATA's social media	Management reports
	4.2.4 Engaging in promotional activities of TUGATA member services	Improved visibility of TUGATA	Number of promotions implemented by TUGATA	Management reports
	4.2.5 Undertaking e-marketing of TUGATA and her members over the internet	E-marketing activities on TUGATA's website and the internet	Number of sales initiated via TUGATA's website	Management reports

Appendix 2: TUGATA Detailed Budget

Objective and Strategic Actions	Year1	Year2	Year3	Year4	Year5
Objectives 1: To lobby and advocate for the interests of Travel Agent in Uganda	23,000,000	19,000,000	19,000,000	19,000,000	19,000,000
1.1 Develop and adopt an advocacy strategy and action plan	2,000,000	-	-	-	-
1.2 Undertake detailed studies on the impact of key issues negatively affecting the travel agents	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
1.3 Engage UTB and the Ministry of Tourism Wildlife and Antiquities to finalise the licensing guidelines for travel agents	2,000,000	-	-	-	-
1.4 Undertake quarterly engagements with other sector players under UTA	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
1.5 Engagement with Government counterparts and policy makers on travel business environment	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Objective 2: Enhance the capacity of individual member travel agents to professionally provide travel solutions to clients	30,100,000	30,600,000	30,600,000	30,600,000	30,600,000
2.1 Training of members and providing them with update technical information	28,600,000	28,600,000	28,600,000	28,600,000	28,600,000
2.1.1 Prepare annual training programme	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
2.1.2 Undertake regular and structured trainings in key prioritized areas	20,800,000	20,800,000	20,800,000	20,800,000	20,800,000
2.1.3 Hold awareness raising trainings for non-IATA members	800,000	800,000	800,000	800,000	800,000
2.1.4 Seek partnerships with recognized training providers and funding agencies	-	-	-	-	-
2.1.5 Provide up to date regular travel industry information on technical and policy/regulatory	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
2.2 Offer Mediation and Conflict Resolution services to members and other stakeholders	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
2.2.1 Reviewing and updating the TUGATA code of conduct	-	-	-	-	-
2.2.2 Recruitment of mediator	500,000	-	-	-	-
2.2.3 Creating an appeals committee at the board level	-	-	-	-	-
2.2.4 Collection of data from members on any mediation case	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000
2.3 Offer Credit Referencing of Clients to Members	-	-	-	-	-
2.3.1 Develop guidelines for classifying clients as being of poor credit rating	-	-	-	-	-
2.3.2 Solicit regular information from members on clients with poor credit rating	-	-	-	-	-
2.3.3 Maintain a data base of poorly credit rated clients and provide information of such clients to members on request	-	-	-	-	-
Objective 3: Strengthening Institutional Capacity of TUGATA	41,200,000	12,200,000	8,200,000	8,200,000	7,900,000
3.1 Enhance the human resources capacity	10,500,000	4,000,000	4,000,000	4,000,000	4,000,000
3.1.1 Undertake a HR needs assessment, define an organ gram and adopting a staff recruitment plan	-	-	-	-	-
3.1.2 Recruitment of approved staffing positions	3,000,000	-	-	-	-

Objective and Strategic Actions	Year1	Year2	Year3	Year4	Year5
3.1.3 Training staff in core areas of interest to TUGATA	-	4,000,000	4,000,000	4,000,000	4,000,000
3.1.4 Undertake a remuneration survey to establish employment terms and conditions	300,000	-	-	-	-
3.1.5 Develop and adopt a HR manual	4,000,000	-	-	-	-
3.1.6 Develop and adopt a staff appraisal performance system	2,000,000	-	-	-	-
3.1.7 Develop and adopt guidelines for recruiting and supervising volunteers and interns	1,200,000	-	-	-	-
3.2 Develop and adopt necessary management/ Internal Control systems	21,500,000	-	-	-	-
3.2.1 Develop an operational management manual	8,000,000	-	-	-	-
3.2.2 Develop and adopt a board manual	7,500,000	-	-	-	-
3.2.3 Procure and install a computerized accounting system	2,000,000	-	-	-	-
3.2.4 Reviews the Constitution to strengthen succession planning	4,000,000	-	-	-	-
3.3 Improve Compliance to Statutory Requirements	-	-	-	-	-
3.3.1 Undertake voluntary registration with NSSF	-	-	-	-	-
3.3.2 Complete registration with URA and comply with all tax obligations	-	-	-	-	-
3.3.3 Develop and adopt employment terms and conditions that are compliance to the labour laws of Uganda	-	-	-	-	-
3.4 Acquire adequate modern tools and equipment for the Secretariat	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
3.5 Widen the Income base of TUGATA	6,200,000	5,200,000	1,200,000	1,200,000	900,000
3.5.1 Develop strategic partnerships with development partners and corporate companies for sponsorship and grant funding	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
3.5.2 develop and implement an appropriate strategy for member recruitment	-	-	-	-	-
3.5.3 Develop a financial sustainability strategy to direct investment of any surplus funds	5,000,000	-	-	-	-
3.5.4 Upgrade TUGATA website to support interactive engagement and other commercial initiatives like online booking and purchase of air tickets from her members	-	4,000,000	-	-	-
Objective 4: To Increase the Publicity of TUGATA	11,200,000	25,200,000	25,200,000	25,200,000	25,200,000
4.1 Strengthen Communication with the Government and the Travelling Public	5,200,000	1,200,000	1,200,000	1,200,000	1,200,000
4.1.1 Explore partnerships and engagement with the media to enhance the visibility of TUGATA and her members	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
4.1.2 Document and adopt formal communication strategy	4,000,000	-	-	-	-
4.2 Undertake marketing communication for TUGATA	6,000,000	24,000,000	24,000,000	24,000,000	24,000,000
4.2.1 Carrying out advertisement through the media (print, radio and TV)	3,000,000	12,000,000	12,000,000	12,000,000	12,000,000
4.2.2 Engagement with the media and the travelling public on air travel issues	2,000,000	8,000,000	8,000,000	8,000,000	8,000,000
4.2.3 Engagement on social media to promote travel agents	-	-	-	-	-
4.2.4 Engaging in promotion activities of TUGATA member services	1,000,000	4,000,000	4,000,000	4,000,000	4,000,000

Objective and Strategic Actions	Year1	Year2	Year3	Year4	Year5
4.2.5 Undertaking e-marketing of TUGATA and her members over the internet	-	-	-	-	-
Administrative costs	77,743,930	97,543,930	97,543,930	97,543,930	137,143,930
UFTAA membership fees	2,343,930	2,343,930	2,343,930	2,343,930	2,343,930
UTA membership fees	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Audit Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Utilities	400,000	400,000	400,000	400,000	400,000
International Travel	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Local Transport	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Stationery	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Telephone, Web Designing & Hosting	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Repair and maintenance of office equipment	200,000	200,000	200,000	200,000	200,000
Office Rent	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000
TUGATA get-together party	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
AGM & consultative meeting	17,500,000	17,500,000	17,500,000	17,500,000	17,500,000
Legal Fees	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Staff Expenses	19,800,000	24,750,000	29,700,000	34,650,000	39,600,000
Office Expenses	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Grand Total	183,243,930	184,543,930	180,543,930	180,543,930	219,843,930