

## 1.4 The Process of Strategic Plan Development

This strategic plan was developed through a participatory process that involved consultation of different stakeholders of the Association. A comprehensive organizational capacity assessment of the Association was conducted to determine key strengths and capacity gaps of the association that require further strengthening. All key stakeholders of the Association (staff, executive committee and members) participated in the capacity assessment. The key recommendations from this assessment were incorporated in this strategic plan. In addition, a stakeholders' strategic planning workshop that brought together UCOTA executive committee, members and staff, and representatives from other Tourism Associations was also held. This workshop analysed internal and external operating environments and proposed new strategic direction for the Association including vision, mission, priority areas and strategies. A draft strategic plan was put together by an external independent consultant. The draft strategic plan was further reviewed and validated by staff and executive committee of the Association.

## 1.5 Layout of Strategic Plan

This strategic plan is organized in different 6 sections and three annexes. Section 1 provides an overview of purpose of the strategic plan and brief background of UCOTA, past achievements and process of strategic plan development. Section 2 provides analysis of UCOTA's strengths, weaknesses, opportunities and threats. Section 3 provides an analysis of external operating environment related to community tourism at global, national and local levels. Section 4 provides stakeholder mapping and analysis while section 5 provides an outline of priority areas of UCOTA that emerged from internal and external analysis. The new strategic framework for UCOTA 2017-2021 is presented in section 6 which includes: vision, mission, strategic objectives, implementation strategies, monitoring and evaluation plan, management of the strategic plan and strategies for resourcing the plan. The log frame, activity implementation schedule and organ gram for UCOTA are attached in the annexes of the Plan.









## SECTION 2: SWOT Analysis

### 2.1 Our Strengths and Plan to maintain and Scale them up

UCOTA is fully registered under the Companies Act by the Uganda Registration Services Bureau (URSB) and by the National NGOs Board. The Association's governance and management structure are fully established and supported with existence of key organizational policies that regulate conduct of staff. There are clear procedures for changing leadership in the Association which are well articulated in the memorandum and articles of association. This provides internal democracy and opportunity for members to lead their Association.

The Association has established practice of preparing work plans, budgets and performance reports (financial and narrative) on annual basis. These reports are shared with stakeholders for accountability and information sharing purposes. It has a functional system of internal financial controls of requisition and approval of funds and other aspects of the organization. A summary of UCOTA's strength and actions to maintain and scale up its strengths are summarized in the table below.

Key Strengths	UCOTA's Plan to maintain and scale up the Strengths
UCOTA is registered with relevant government authorities	<ul style="list-style-type: none"> <li>• Renew NGO registration permit before its expiry in 2017</li> </ul>
UCOTA has key internal policies such as that of finance, human resources management, procurement, and membership among others	<ul style="list-style-type: none"> <li>• Review key internal policies to identify gaps and to keep pace with changing operating environment, and to ensure that they promote good corporate governance practices.</li> </ul>
UCOTA has functional executive committee, with clear terms of reference	<ul style="list-style-type: none"> <li>• Hold annual learning events to enable executive committee review their performance and understanding of community tourism</li> </ul>
Association has qualified and committed staff	<ul style="list-style-type: none"> <li>• Retrain staff on priority areas of community tourism – product development and marketing, conservation of natural and cultural resources.</li> <li>• Set performance targets as a basis for assessing staff performance on annual basis.</li> </ul>
UCOTA prepares annual plans and reports	<ul style="list-style-type: none"> <li>• Share these reports with key stakeholders.</li> </ul>
Association provides capacity building to members	<ul style="list-style-type: none"> <li>• Assess extent to which members utilize capacity building provided to them.</li> <li>• Assess on annual basis changing needs of member organization to identify those that require further capacity strengthening.</li> </ul>
Association has two functional websites and product catalogue	<ul style="list-style-type: none"> <li>• Update these websites on weekly or monthly basis.</li> </ul>



## 2.2 Our Weaknesses and Plan to minimize them

UCOTA as an organization has a number of weaknesses that have undermined her capacity to effectively serve her membership. First, since 2014, no annual general meeting (AGM) of members has been held by the Association due to limited funds. Absence of AGM of members since 2014 to date has made it difficult for the Association to hold election of the executive committee that expired in 2015.

Secondly, there are few UCOTA members that pay their annual subscription fees. This negatively affects income of the Association and makes it difficult to implement all planned activities. Thirdly, there are no clear priority areas for policy advocacy on community tourism which the Association can work on at national and local levels. Equally, it has limited media engagement to promote community tourism issues with the wider public.

Fourthly, there is limited participation of members in marketing of their products and services at local, national and international levels. Instead, members think the secretariat should market for them their products. In addition, UCOTA has no comprehensive institutional monitoring and evaluation plan with clear performance targets and performance indicators for its different intervention. This makes measurement of performance difficult. A summary of UCOTA's weaknesses and actions to address the above weaknesses are summarized in the table below.

Weaknesses	UCOTA's Plan to address Weaknesses
No AGM held since 2014, and therefore no election of new executive committee and approval of annual plans and reports	♦ Hold at least one AGM per year to approval annual plans and reports and hold election of new executive committee.
Few members pay annual subscription fees	♦ Encourage membership to pay their annual subscription fees and contribute towards any other costs for running the organization including holding AGM ♦ Sensitize members and also impose some sanctions on members who don't pay their membership fees in time.
No comprehensive institutional monitoring and evaluation plan	♦ Develop comprehensive institutional M&E plan and train staff
Staff have limited knowledge in some community based tourism and organizational service delivery aspects	♦ Train staff in M&E and policy advocacy and avail refresher courses such as marketing, business development, gender, and eco-tourism
Poor remuneration of staff	♦ Revise existing staff salary and benefits
Association has few sources of income and has no resource mobilization plan and targets	♦ Diversify source of income by developing and implementing a resource mobilization plan with clear resource mobilization targets.
No networking and partnership guidelines	♦ Formulate guideline to guide the association on networking and partnership
Few technical secretariat staff.	Ø Recruit community officer, product development and marketing, policy advocacy, conservation and gender officer



Weaknesses	UCOTA's Plan to address Weaknesses
No clear areas for policy advocacy on community tourism.	<ul style="list-style-type: none"> <li>Identify and implement priority areas for policy advocacy under community tourism.</li> </ul>
Limited media engagement on community tourism.	<ul style="list-style-type: none"> <li>Develop partnerships with the local, national and international media.</li> <li>Train key actors in media on community tourism.</li> </ul>
UCOTA has few members	<ul style="list-style-type: none"> <li>Recruit new members to join the association.</li> </ul>
Inadequate knowledge and skills among members in CBTE leadership and management.	<ul style="list-style-type: none"> <li>Train members in book keeping and financial management, advocacy, leadership skills, monitoring and evaluation of their activities.</li> <li>Train members in product development, marketing, conservation of natural and cultural resources.</li> </ul>
Generally CBTEs still offer low quality standard products	<ul style="list-style-type: none"> <li>Develop guidelines to help CBTEs improve standards and train staff</li> </ul>

### 2.3 Our Opportunities and Plan to utilise them

UCOTA has established good working relationship with the Ministry of Tourism, Wildlife and Antiquities and Uganda Tourism Board. The Association is also a member of Uganda Tourism Association. It is also a member in other national NGO Networks and donor agencies with a focus on tourism. Such relationships provide opportunity to the Association for policy advocacy and lobbying government to improve support for community-based tourism sub-sector.

The government of Uganda has prioritized the tourism sector in its National Development Plan II 2015/16-2019/20 as one of the key sectors that will propel faster economic growth of the country. This provides opportunity for increased funding for tourism sector and increased marketing of various tourism products and services. The government has also prioritized infrastructure development especially energy and road construction. In light of this, the government has specifically earmarked construction of various tourism roads in the country. This provides opportunity for increased accessibility of tourists to various tourism sites in different parts of the country which in return also provide opportunity for marketing of community-based tourism enterprises. Equally, the process of revamping former Uganda Airlines by government of Uganda is on-going. If this materializes, it will provide opportunity for marketing of community tourism products and services at international level.

The recruitment of district-based tourism officers in various districts such as Kisoro, Kanungu and Kabale also provides opportunity for promotion and support of Community-Based Enterprises at local government level. These tourism officers provide opportunity for provision of technical support and guidance to leaders of Community-Based Tourism Enterprises at local level.

In the last five years, Uganda has registered increased number of tourist that visit the country. This will provide opportunity for increased marketing of Community-Based Tourism products and services. There is increased demand for community experience and homestays by tourists. This will thus, provide opportunity for marketing and sale of community-based tourism products and services. Equally, existence of diverse cultural heritage (music, dance, food, dressing, crafts, etc.) in Uganda



provides opportunity for enhancing product diversification of community based tourism products and services. A summary of UCOTA's opportunities and actions to utilize them are summarized in the table below.

Opportunity	Plan to utilize opportunity
Prioritization of tourism by government	<ul style="list-style-type: none"> <li>Strengthen partnership with government institutions (UTB, UWA, NFA MTWA, UWEC, NEMA and KCCA, MGLSD) to support development and marketing of community based tourism products and services.</li> <li>Lobby government to increased support and marketing of community based tourism products and services.</li> </ul>
Presence of district-based tourism officers	<ul style="list-style-type: none"> <li>Lobby local government to include community-based tourism enterprises into the district development plans.</li> <li>Lobby local governments to invest local revenue in tourism sector.</li> </ul>
Increased number of international tourists visiting Uganda.	<ul style="list-style-type: none"> <li>Strengthen partnership with tour operators and lodges. Engage public relation firms and the media to do aggressive marketing of community tourism products and services to tourists.</li> </ul>
Increased demand for community experience and homestays by tourists.	<ul style="list-style-type: none"> <li>Support UCOTA members to establish and market high quality homes to attract more tourists.</li> </ul>
Presence of media at local and national level	<ul style="list-style-type: none"> <li>Establish partnership with the local media.</li> <li>Build capacity of journalists to understand and report about community tourism in their media platforms.</li> <li>Produce news articles and documentaries for sharing with the media.</li> <li>Hold talk shows on community tourism.</li> </ul>
High demand for Uganda's handcrafts by tourists	<ul style="list-style-type: none"> <li>Support UCOTA members to produce and market crafts from locally available materials.</li> </ul>
Existence of diverse, rich cultural heritage and cultural institutions with interest in tourism activities	<ul style="list-style-type: none"> <li>Establish partnerships with cultural institutions.</li> <li>Lobby cultural institutions to promote cultural tourism enterprises and conserve cultural resources.</li> </ul>
Presence of community museums and regional cultural sites	<ul style="list-style-type: none"> <li>Sign MoUs with Museums and regional cultural sites – UCOMA, CCFU, Cultural Institutions, and Museums Department.</li> </ul>
New tourism drives by Government e.g regional tourism clusters, Tulambule drive, creative art and performing art, banana boat concept, miss tourism,	<ul style="list-style-type: none"> <li>Promote partnerships between new tourism drives and UCOTA members.</li> <li>Promote participation of UCOTA members in the new tourism drives.</li> </ul>
Presence of stop over points for new SGR railway line, equator, tourism roads	<ul style="list-style-type: none"> <li>Mobilize and sensitize UCOTA members to market and sale their community tourism products and services.</li> </ul>



## 2.4 The Threats we face and Our Plan to mitigate them

A review of the operating environment reveals a number of threats to UCOTA. There are pockets of insecurity and conflicts especially in the Rwenzori sub-region. This coupled with political related demonstrations in Kampala discourages many tourists from visiting Uganda. This reduces ability of UCOTA and its members to market their products and services.

There is negative publicity of Uganda in the international media based on social and political issues. There are negative security briefings done by embassies of some western countries, which discourage international visitors. These create negative image that the country is insecure. These therefore reduce on the number of tourists to Uganda.

There is increase in environmental destruction especially cutting down of forests and killing of some wild animals in some national parks. This negatively affects eco-tourism enterprises and reduces on the natural beauty of flora and fauna which are key tourist attraction in the country. Equally, the culture is under dilution which also exerts a major threat for community tourism.

There are land related conflicts in local communities which also threatens sustainability of community tourism. Given that most local communities don't have titled land, some of them are facing unfairly evicted threats from their land by the powerful and those in bigger positions. Women involved in community tourism have been mostly affected by this situation compared to men because most women don't own land in local communities. Limited security of tenure affects expansion of Community Based Tourism Enterprises in local communities. A summary of threats and UCOTA's plan to mitigate the threats is summarized in the table below:

Threat	UCOTA's Plan to Mitigate the Threats
Insecurity and conflicts in some parts of Uganda	<ul style="list-style-type: none"> <li>• Develop partnership with security agencies to provide up to date security information in different parts of the country through the tourism marketing channels.</li> <li>• Encourage communities to report cases of insecurity to relevant authorities.</li> <li>• Sensitize communities on importance of keeping peace and harmony through dialogues with each other.</li> </ul>
Negative publicity of Uganda by some western countries	<ul style="list-style-type: none"> <li>• Partner with key decision-makers at national level to lobby foreign government to stop discouraging their citizens from visiting Uganda.</li> <li>• Provide regular security update information on website to counter foreign government' negative publicity about Uganda.</li> <li>• Engage relevant authorities to come up with rapid response units of issues pertaining negative publicity</li> </ul>
Increase in environmental destruction and degradation plus global climatic changes affect availability of handcraft raw material and change nature of tourism resources.	<ul style="list-style-type: none"> <li>• Promote environmental conservation practices in the community and among UCOTA members such as afforestation.</li> <li>• Sensitize local communities and UCOTA members on importance of environmental conservation.</li> </ul>



Threat	UCOTA's Plan to Mitigate the Threats
Increase in land conflicts (of less powerful) due to unregistered land.	<ul style="list-style-type: none"> <li>• Sensitize communities to understand their land rights and existing land laws.</li> <li>• Encourage local communities and UCOTA members to register their land.</li> </ul>
Formation of parallel community tourism organizations.	<ul style="list-style-type: none"> <li>• Encourage parallel community tourism organisations to join UCOTA.</li> <li>• Improve UCOTA's image and performance in order to attract many members into the association.</li> </ul>







## SECTION 3: Analysis of External Operating Contexts

### a) **Global Situation**

Tourism is a lucrative global business that significantly contributes to revenue and employments. Tourism contributes about 9% to the global GDP and provides 1 out of the 11 available jobs in the world. International tourism has shown consistent growth from only 25 million tourists that travelled the world in 1950s to over 1 billion international tourists recorded in 2012. Despite rapid growth of international tourism, it remains unevenly distributed with poor countries registering low per cent of international tourists visiting their countries. Africa controls only 5% of the global tourism market share<sup>1</sup>.

### b) **National Policy and Legal Framework for Tourism Sector in Uganda**

The government of Uganda has put in place a number of policies and laws to promote tourism sector. The Uganda Tourism Act 2008 provides specific laws for regulation of the tourism sector. The government has also formulated the National Tourism Policy whose main objective is to ensure that tourism become a vehicle for poverty reduction. The Uganda Wildlife Act 2014 also provides for conservation of wildlife resources in Uganda. Other policies in place relevant to tourism sector include: the national Tour Guide Policy and Hotel Management Policy among others. These policies provide opportunities for entry, partnership and safeguards of UCOTA's operation and implementation of its activities. However, many UCOTA members and local leaders in the countryside are not aware of these laws and policies.

### c) **Planning and Development of Tourism Sector**

Uganda has a fast growing tourism sector. The NDP II 2015/16 - 2019/20 indicates that in 2012 the tourism sector alone accounted had for 9% of the GDP amounting to USD 1.7 billion shilling which is equivalent to 19.6% of the total exports in Uganda. The sector also employed 200,000 people which is 6.6% of the total labour force in the country. This is because Uganda is endowed with diverse tourist attractions. To bolster the tourism industry, the government established the Ministry of Tourism, Wildlife and Antiquities to oversee and guide development of tourism sector. The government also established the Uganda Tourism Board and Uganda Wildlife Authority to manage the tourism sector in the country.

### d) **Marketing of Community Tourism Products and Services**

Whereas UCOTA members produce various CTEs goods and services, marketing of these products is still hindered by limited inclusion of the CBT products in stakeholder's marketing materials and low tourist numbers in the country, and Tourism activities in the country are seasonal i.e. pick up mostly

<sup>1</sup> Okello MM (2014) 'Economic Contribution, Challenges and Way Forward for Wildlife-Based Tourism Industry in Eastern African Countries'. Journal of Tourism Hospit Vol.3: 122



around May – August and November - January. There is also limited domestic tourism that would otherwise fill up the low tourism season gap. There is competition of handcraft products produced by UCOTA members with cheap products from other countries especially Kenya and China.

**e) State of Natural Resource Conservation**

The sustainability of community-based tourism depends on proper conservation of natural resources. Notwithstanding the value of natural resources, there is increased destruction of natural resources (especially forests, wildlife and wetlands). In 2015, ACODE indicated that between 1990 and 2010, Uganda forest cover reduced by an estimated 1.3million hectares of forests<sup>2</sup>. Destruction of natural resources especially forests and wetlands is due to high population growth rate and limited enforcement of existing natural resources related policies and laws by various government institutions.

**f) Cultural Resources**

Uganda is endowed with diverse cultural resources. The country has over sixty ethnic groups with diverse cultural resources critical for attracting and promoting the tourism industry; diverse traditional music and dances, different way of dressing and food types eaten by different ethnic groups in Uganda. Despite the vast tourism potential, these cultural resources have not been harnessed to promote growth of the tourism industry. There is also limited partnership between the Ministry of Tourism, Wildlife and Antiquities with the cultural institution over the need to promote cultural resources as alternative tourist attractions.

**g) Women, Youth and Community Tourism**

UCOTA's experiences indicate community tourism enterprises are still dominated by women. This is because women are easy to mobilise, easy to approach, quick at embracing local development programmes, have high level of integrity and are trustworthy in the community. There are however, few women who are leaders and owners of CTEs due to low level of education, limited business skills and cultural perception that leadership is a preserve of men. There is more active participation of young women and single mothers in CTEs than married women. This is because the latter are restricted by their husbands. Access to credit and ownership of land by women involved in CTEs is still low due to traditional cultural beliefs pertaining property ownership. Most youth involved in CTEs are those who work as tour guides for tourists in national parks and in the community. Participation of youth in CTEs is critical as youth are quick at learning, are energetic, skilled in use of ICTs and can speak international languages such as English and local languages. Most youth however, are not patient.

<sup>2</sup> See ACODE, 2015, 'The Role of Leaders and Action in Promoting Good Forest Governance in Uganda' – available on internet - [http://www.acode-u.org/Files/Publications/infosheet\\_34.pdf](http://www.acode-u.org/Files/Publications/infosheet_34.pdf) (accessed on 1st November, 2016)





## SECTION 4: Stakeholder Mapping and

There are many stakeholders that will be interested and/or affected by implementation of this strategic plan. These stakeholders can be categorized as primary, secondary and key stakeholders. The primary stakeholders will include poor and vulnerable men, women and young people (youth) involved in community tourism activities. The secondary stakeholders will include government officials at national, district and sub-county levels. The other secondary stakeholders will include CBOs, NGOs and CSO Networks (such as Uganda Tourism Association, AUTO, TUGATA, Traditional Cultural Institutions etc) with an interest in tourism. The key stakeholders will include national secretariat staff, executive committee that will be responsible for implementation of this strategic plan. The other key stakeholders will include government officials responsible for decision-making or implementation of key actions geared at development of the tourism sector. These key stakeholders will include key officials from Ministry of Tourism, Wildlife and Antiquities, Ministry of Trade, Industry and Cooperatives and Uganda Tourism Board, Members of Parliament on Committee on Tourism Trade and Industry, and National Economy and Natural Resources and district local governments. Below is a table with detailed stakeholder analysis:

Identified Stakeholders	Interest of Stakeholders from UCOTA	UCOTA's interests from stakeholders	UCOTA's plan to manage stakeholders interest
UCOTA members (Poor men and women in living adjacent protected areas) and other CBTEs)	<ul style="list-style-type: none"> <li>Well led and managed association fulfilling its mandate.</li> <li>Provision of capacity building support to members.</li> <li>Effective involvement in implementation of activities of the Association.</li> <li>Poverty reduction through increased incomes.</li> <li>Marketing and sale of community-based tourism products and services.</li> <li>Acquisition of more knowledge and skills in production and marketing of community based tourism products and services.</li> <li>Resource conservation skills</li> </ul>	<ul style="list-style-type: none"> <li>Payment of annual subscription fees.</li> <li>Effective Participation of members in some activities of the Association.</li> <li>Voluntarism among members in association activities.</li> <li>Quality CBTE products</li> <li>Registration of CBOs with government.</li> <li>Participation in UCOTA training, policy advocacy activities and effective use of acquired knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Support registration of community based tourism enterprises with government.</li> <li>Train community groups in product development and marketing, and conservation.</li> <li>Involve communities in advocacy of community tourism at local and national levels.</li> <li>Provide regular information about the association to member.</li> <li>Increase membership</li> </ul>



Identified Stakeholders	Interest of Stakeholders from UCOTA	UCOTA's interests from stakeholders	UCOTA's plan to manage stakeholders interest
Ministry of Tourism, Wildlife and Antiquities;	<ul style="list-style-type: none"> <li>♦ A developed community tourism sector providing income and employments to Ugandans.</li> <li>♦ Increased funding for tourism sector.</li> <li>♦ Improved product quality.</li> <li>♦ Increased revenue from community tourism.</li> <li>♦ Diversified CBT products and services on market.</li> </ul>	<ul style="list-style-type: none"> <li>♦ Relevant regulation in place, marketing, funding of the community tourism sector.</li> <li>♦ Involvement of CSOs in planning and review of tourism sector.</li> <li>♦ Increased coordination of tourism actors in support of community tourism.</li> </ul>	<ul style="list-style-type: none"> <li>♦ Review current tourism policy and identify gaps relevant for community tourism.</li> <li>♦ Lobby relevant government institutions to increase funding and marketing of tourism sector.</li> <li>♦ Lobby for enhanced coordination of tourism actors and stakeholders.</li> </ul>
Members of Parliament on committee of national economy, tourism trade and industry and natural resources	<ul style="list-style-type: none"> <li>♦ Improved CBT product. Accountability over use of resources allocated to tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>♦ Improved regulation over use of resources allocated to tourism sector.</li> <li>♦ Improved allocation of funds to the sector</li> </ul>	<ul style="list-style-type: none"> <li>♦ Monitor tourism sector and provide feedback to government on areas that needs improvement.</li> </ul>
Uganda Tourism Board	<ul style="list-style-type: none"> <li>♦ Mobilise, build CBTE skills, and develop and maintain CBT product quality</li> </ul>	<ul style="list-style-type: none"> <li>♦ Standardization of community-tourism products and services and product development support</li> <li>♦ Regulating of sector players.</li> <li>♦ Increased number of tourists visiting the country.</li> </ul>	<ul style="list-style-type: none"> <li>♦ Promote partnerships between UTB and UCOTA on community tourism issues.</li> <li>♦ Lobby for enhanced coordination of tourism actors and stakeholders.</li> </ul>
UWA, NFA	<ul style="list-style-type: none"> <li>♦ Mobilise, build CBTE skills, and develop and maintain CBT product quality</li> <li>♦ Support community- UWA/ NFA linkages</li> <li>♦ Promote community conservation outside national parks</li> </ul>	<ul style="list-style-type: none"> <li>♦ Benefit sharing from forest and wildlife resources to benefit CBTE</li> <li>♦ Conservation of forests and wildlife resources in protected areas</li> <li>♦ Facilitate conducive environment for CBTEs to benefit from resources to enhance their involvement in conservation</li> </ul>	<ul style="list-style-type: none"> <li>♦ Promote conservation in local communities.</li> <li>♦ Promote dialogues between communities and UWA/NFA and strengthen partnerships with the two Authorities.</li> </ul>



Identified Stakeholders	Interest of Stakeholders from UCOTA	UCOTA's interests from stakeholders	UCOTA's plan to manage stakeholders interest
CSOs – UTA, grass CBOs,	<ul style="list-style-type: none"> <li>Information sharing on community tourism.</li> <li>Collaboration and involvement in community tourism activities.</li> </ul>	<ul style="list-style-type: none"> <li>Collective action of CSOs in lobbying government to improve community tourism</li> </ul>	<ul style="list-style-type: none"> <li>Involve other CSOs in policy advocacy issues.</li> <li>Document and share information on community tourism with other CSOs.</li> </ul>
Cultural institutions	<ul style="list-style-type: none"> <li>Conservation and marketing of cultural CBT products.</li> </ul>	<ul style="list-style-type: none"> <li>Collective action in Conservation resources and marketing of cultural CBT products.</li> </ul>	<ul style="list-style-type: none"> <li>Support UCOTA members involved in conservation of cultural resources in local communities.</li> <li>Initiate partnerships with cultural institutions over conservation of cultural resources and development and maintenance of related products.</li> </ul>
UCOTA staff	<ul style="list-style-type: none"> <li>High quality and innovative staff (qualified and experienced).</li> <li>Implementation of planned activities and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Better remuneration of staff.</li> <li>Increased resources to support implementation of planned activities.</li> </ul>	<ul style="list-style-type: none"> <li>Recruit high quality staff relevant to implement UCOTA activities.</li> <li>Review and improve staff remuneration and other benefits.</li> </ul>











## SECTION 5: Priority Strategic Areas of UCOTA

There are many critical issues that emerged from the analysis of the above internal and external operating contexts of UCOTA. Whereas there are many issues that require actions and improvement in community tourism sub-sector, given the capacity, background experience and organizational interest of UCOTA, the following will be our priority strategic areas that will inform design and intervention in local communities in the next five years:

### **CBT Sustainable Product Development and Standards**

- Increase CBT products countrywide
- Improve CBT product diversity
- Enhance CBT product quality
- Enhance natural and cultural tourism resources conservation

### **Marketing of Community Tourism Products and Services**

- Increase CBT products sales by tour operators and accommodation facilities
- Strengthen online presence
- Enhance CBT information among domestic and regional markets
- Increase CBT knowledge among tour agents in source markets
- Enhance UCOTA brand image

### **Institutional and Human Resource Development and Management**

- Human resource development
- Enhance organisational governance
- Strengthen partnership and public relations
- Strengthen institutional management system and policies
- Strengthen organisation resource / financial base

### **Gender Mainstreaming**

- Enhance women and youth participation in community - based tourism

### **Policy Engagement on Community Tourism Issues**

- Reduce gaps on community tourism issues within policies and laws within national and local development plans & resource allocation
- Enhance conducive environment for growth and development of community tourism









## SECTION 6:

### UCOTA's Strategic Direction 2017-2021

#### 6.1 Vision and Mission

**Vision:** UCOTA looks forward to "Empowered communities with sustainable livelihoods in Uganda".

**Mission:** The Mission of UCOTA is "To promote community-based tourism through tourism enterprises capacity building, conservation of natural and culture resources and policy engagement that benefits communities in Uganda".

#### 6.2 Strategic Objectives

Below are strategic objective through which UCOTA will achieve its mission:

1. To increase quantity, quality and sustainability of community-based tourism products and services.
2. To increase number of tourists utilizing community-based tourism products and services.
3. To strengthen institutional capacity of UCOTA to deliver its mandate.
4. To strengthen engagement in formulation and implementation of policies, laws, and plans relevant to community tourism.

#### 6.3 Values of the Association

UCOTA will be guided and committed to the following values during implementation of this strategic plan:

- **Quality:** producing high quality products and services that are competitive and attractive to various categories of customers.
- **Result-oriented:** tailoring actions to desired impact at different levels.
- **Sustainable development:** use of existing resources in a manner that takes into account current and future needs of the environment and that of the Association.
- **Participation:** promoting active participation of all relevant stakeholders in key activities of the Association.
- **Transparency:** being open in all undertakings and regular sharing of information with internal and external stakeholders on key issues of the Association.
- **Accountability:** being answerable for actions taken to different stakeholders.
- **Gender equity:** ensuring that actions of the Association fairly benefit both women and men.
- **Partnership:** collaboration with other likeminded organizations in pursuit of common goals.



## 6.4 Implementation Strategies

### **STRATEGIC OBJECTIVE I: To increase quantity, quality and sustainability of community-based tourism products and services.**

It is important to note that the CBT products include both tourism services and handcrafted items produced at community level. The key strategies that will be used to achieve strategic objective one will include:

- a) Market assessment: A market assessment will be undertaken to understand dynamics for different tourism products and services before engaging in product development. The major content of market assessment will involve product mapping, market needs assessment and opportunity mapping.
- b) Identify key location areas where new CBTEs could suitably be located and entice specific communities into community tourism and together develop the new products. This will involve undertaking feasibility studies, development of business plans, training and mentoring members to undertake new community tourism products.
- c) Capacity strengthening of members on product development and diversification (CBTE and handcrafts): The Association will strengthen capacity of local communities involved in community tourism with relevant knowledge and skills through practical coaching and mentoring on how to maintain standards, provide customer care, run business operations, develop plans and conserve resources, monitor and evaluate businesses and manage community development projects created as result of community tourism to facilitate benefit trickle down.
- d) Conservation awareness on natural and cultural resources in local communities: The implementation of this strategy will involve awareness creation of natural resource dependent communities (members of UCOTA's member organisations) on value of conservation of natural resources along the fringes of protected areas. This awareness will be done in form of community meetings, documentaries, IEC materials among others. The Association will also create awareness of existing cultural resources which can potentially be harnessed to boost and diversify community based tourism enterprises. This strategy will trigger communities' actions to use existing natural and cultural resources in a sustainable manner that takes into consideration of needs of current and future generation.
- e) Promotion of eco-tourism enterprises: This strategy will involve training UCOTA members that live along national parks and forest reserves on how to produce and manage eco-tourism enterprises such as apiary, afforestation, craft making, camping sites, herbal medicine and forest walks among others along protected areas. The training will also provide technical expertise and practical exposure on how to produce the above eco-tourism enterprises. This strategy will reduce on destruction of existing natural resource through providing alternative



livelihood opportunities to enhance income of local communities. This will also promote conservation of natural resources.

- f) Facilitating community partnerships and dialogues between communities and UWA and NFA: i.e. communities that live adjacent protect areas over conservation of natural resources through enforcement of existing policies and laws.

## **STRATEGIC OBJECTIVE 2: To increase number of tourists utilizing community-based tourism products and services**

- a) *Using the market assessment study results, the Association will strengthen capacity of local communities involved in community tourism with relevant knowledge and skills on how to respond to prevailing tourism market conditions. The key content for capacity strengthening will be derived from key findings and recommendations from market assessment report. The process of capacity strengthening of members will involve awareness creation, training to provide additional knowledge and skills including product promotion.*
- b) *Market development and access to markets: Notwithstanding findings from market assessment, market development and access will among others focus on branding, packaging, pricing and distribution for handcraft and delivery; market promotion of CTEs products and services, training members on how to use media to market CTEs' products; internet and social media platforms to market products, development and sharing of product catalogue with details of members products and services, development of business partnerships, undertake joint exhibitions to showcase and market members' products, support or facilitate members to participate in national and international tourism fares, hold media talk shows to promote members products, undertake feasibility analysis on new CTEs, develop business plan for new CTE and train members to produce and market new CTEs.*
- c) *Facilitating CBTE- Tour operators/ accommodation facilities linkages through Pearls of Uganda Initiative to enhance marketing.*

## **STRATEGIC OBJECTIVE 3: To strengthen institutional capacity of UCOTA to deliver its mandate**

This objective will be achieved through implementation of the following strategies below:

- a) *Policy formulation, policy enforcement, review and strengthening of existing policies: This strategy will involve formulation of new relevant internal policies not in place such as the gender policy. This strategy will also involve formulation of networking and partnership guidelines. It will also involve review and improvement of existing policies that were formulated long time ago e.g. memorandum and articles of Association and financial and accounting manual. This will enhance existing internal regulations.*



- b) *Strengthening monitoring and evaluation system:* This strategy will involve conducting a baseline survey and formulation of a comprehensive M&E plan of entire Association at the start of strategic plan implementation period. The implementation of this strategy will also involve development of relevant M&E tools not yet in place and training of staff in monitoring and evaluation. The implementation of these strategies will enhance performance measurement and reporting of progress on all aspects of the Association.
- c) *Strengthening leadership and governance of the Association:* This strategy will involve holding at least one annual general meeting (AGM) for members per year and at least four quarterly meetings for executive committee per year. During the AGM of members, election for new executive committee members and presentation, review and approval of annual performance reports and plans will be done. This will enhance transparency and accountability of the Association to its key stakeholders.
- d) *Strengthening human resource management:* This strategy will involve review of existing staff salary and benefits, recruitment of additional technical staff at the secretariat (communication/documentation officer, product development and marketing, policy advocacy, conservation and gender officer among others). This strategy will also involve training staff in monitoring and evaluation, product development and marketing, business development, gender, policy advocacy and documentation. The implementation of this strategy will enhance innovation and increase speed of implementation of planned activities.
- e) *Strengthening financial management and resource mobilization:* This strategy will involve development of a resource mobilization plan with clear resource mobilization targets. It will also involve development and marketing funding proposals and concept notes to various donors and international development agencies. The sensitization of members to pay their annual membership subscription fees in time will also be done under this strategy. This strategy will also involve mobilization of resources necessary to kick-start procurement new institutional home for the Association. The Association will also continue with development of its plot of land in Mpererwe for income generation purposes. The Association will also mobilize resources by offering paid consultation services to its members and general public on community tourism issues, documentation and sale of books/documentaries on community tourism, collection of fees during exhibitions/trade fares geared at joint marketing of CBTEs' products and services. All these initiatives if implemented will not only boost resources but also diversify the resource base of the Association to enable implement planned activities.
- f) *Strengthening partnership with the media and other organizations:* This strategy will involve identification and training of selected journalists on community tourism. This will be intended to enhance understanding and reporting of community tourism in local media. In addition, UCOTA will identity and enter into development partnerships with local, national and international organization geared at promotion and development of community tourism in Uganda.



- g) *Strengthening internal capacity of UCOTA members to delivery in their own organizations:* To bolster capacity of members, the Association will recruit additional new members to join the association. This will be done through information sharing with the public on existing opportunity for joining the network. Mapping and physical visits of local with a focus on community tourism activities will also be done in order to interest them join the association. New and old members will be trained on book keeping and financial management, advocacy, leadership skills, monitoring and evaluation of their activities. They will also be trained on product development, marketing and conservation of natural and cultural resources.
- h) *Documentation and sharing of success stories and best practices:* This strategy will involve documentation of key success stories and best practices and sharing these with likeminded stakeholders. This will enhance visibility and image of the Association.

**STRATEGIC OBJECTIVE 4: To strengthen engagement in the formulation and implementation of policies, laws, and plans relevant to community tourism.**

This objective will be achieved through the following strategies:

- a) *Conduct policy awareness:* This strategy will involve awareness creation of stakeholders including Government actors, Political leaders, local communities, and CSOs. This will improve the understanding of existing policies, laws and regulations and their roles related to community tourism in particular and tourism sector as a whole. Policy awareness will be conducted through holding sensitization meetings at local, district and national level. It will also be done through radio and television talk shows, use of social media platforms and writing newspapers articles as wells as during dialogue meetings with local leaders at district and national levels. Policy awareness will enhance stakeholder support in implementation of community tourism policies, laws and plans.
- b) *Undertake policy monitoring and review:* This strategy will involve review of existing laws, policies and plans on tourism sector to ensure that they remain relevant and supportive of growth of community tourism. Apart from policy review, this strategy will involve monitoring and evaluation of policy implementation or enforcement relating to community tourism. Policy review and monitoring will be done through desk review and consultation of key stakeholders at national and local level. The staff of the association and external consultants will conduct these policy review and policy monitoring studies to generate relevant evidence. The policy monitoring and review will help the Association to identify gaps in policy implementation and to generate evidence which will be used by the Association lobby government improve its support for development of community tourism and tourism sector as a whole.
- c) *Strengthen policy dialogues with decision-makers:* This strategy will involve facilitating dialogues between local communities and relevant decision-makers government institutions, private sector and civil society. The dialogues will involve face-to-face meetings between



stakeholders and relevant decision-makers at district and national levels. These dialogues will provide opportunity for the Association to advocate and lobby relevant government institutions to take relevant action to enhance development of community tourism sub-sector.

### **Crosscutting issues**

**Gender mainstreaming:** Strengthening participation of women, youth and disabled in community tourism: this strategy will involve deliberate targeting and supporting (training, equipment) specific women owned and women led community tourism enterprises and youth led community tourism enterprises. It will also involve community sensitization on gender issues in order to influence them develop positive attitude towards women participation in economic activities in local communities. The Association will also organize awards for best community tourism enterprises managed by women, the youth and disabled as a way of encouraging participation in community tourism.

### **6.5 Monitoring and Evaluation Plan**

Once set out objectives and actions to do and achieve, good management practices requires such organization to set performance targets and indicators to guide on monitoring and evaluation of progress made. Monitoring and evaluation of the strategic plan will be done differently.

Monitoring of progress made from implementation of this strategic plan will be done continuously and through preparation of activity, monthly and quarterly reports by the secretariat staff to demonstrate progress made against set plans for each month and quarter (three months). In addition, staff monthly monitoring meetings; and quarterly monitoring meetings for the Executive Committee will be held to review progress made in that period and to suggest new ways to improve implementation of the strategic plan. Annual review of the strategic plan will be held at the end of each financial year. The annual review events for strategic plan will involve participation of key stakeholders preferably during annual general assembly (AGM) attended by members, executive committee and secretariat staff. During the AGM, the executive committee and secretariat staff will present progress made and achievements from the implementation of the strategic plan, key challenges and suggestions on how implementation of the plan can be accelerated in the next financial year. The AGM will provide opportunity for members to provide feedback on progress of implementation and suggestions on how successful implementation of the plan can better be done.

The evaluation of the strategic plan will be done through a mid-term review and end of strategic plan evaluation. A mid-term review will be carried out after two and half years of implementation. This review will focus on progress made including achievements realized so far from mid-way of implementation of strategic plan. It will also involve identification of key gaps and areas that needs improvement before end of strategic plan implementation. An end of strategic plan evaluation will also be carried out towards the end or immediately after the end of strategic plan implementation period. The focus of end of strategic plan evaluation will be put on assessment of the extent to which the strategic plan objectives have been realized, what key achievement made, lessons and recommendations to guide future related interventions. Both the mid-term review and end of



strategic plan evaluation will be done by competent independent external consultants.

A log frame with performance indicators means of verification and important assumption has been attached on this strategic plan (See Annex 1). But, this log frame will not be sufficient to comprehensively guide development of monitoring and evaluation plan for this strategic plan. The Association will therefore conduct a baseline survey early 2017 i.e. at the beginning of implementation of this strategic plan. This will help to generate quantitative data on status of key issues included under each strategic objective at the starting point of strategic plan implementation. Once a baseline survey is done, it will then be possible to develop a comprehensive monitoring and evaluation plan with clear performance targets, indicators and M&E tools for this strategic plan. This will help us to make comparisons between baseline indicators and results from performance of strategic plan implementation.

## **6.6 Management of Implementation of Strategic Plan**

The implementation of this strategic plan will be done in accordance with attached organizational structure of the Association. This structure defines roles and responsibilities of each organ, reporting lines and areas where all organs (annual general assembly of members, executive committee and secretariat) may need to work together. The day-to-day coordination and implementation of planned activities will be done by the secretariat staff. The secretariat will also be responsible for reporting on progress made from implementation of strategic plan, resource mobilization, and initiation of relevant partnerships with likeminded organizations, enhancing visibility and image building of the Association. The secretariat will fulfil the above responsibilities in close consultation and guidance from the executive committee.

During implementation of this strategic plan, the executive committee will be responsible for recruitment, disciplinary and dismissal of secretariat staff, quarterly review and approval of secretariat proposals, plan and progress reports. The executive committee will also be responsible for providing strategic guidance to the secretariat on how they can successfully implement the plan. They will also be responsible for supporting the secretariat on resource mobilization issues. Both the secretariat and executive committee will be responsible for preparation of annual plans and overall performance made from strategic plan implementation. The Annual General Assembly of members will be responsible for annual review and approval of executive committees' plans, proposals and performance as well as providing guidance to the Association. The executive committee will prepare and present annual plans and performance reports to the annual general assembly for further review and approval. The General Assembly will also be responsible for election of leaders of the Association. The roles and responsibilities of each organ of the Association are indicated in the attached organogram of the Association (see annex 3).

## **6.7 Resourcing the Plan**

The implementation of this Strategic Plan will require various resources (financial, personnel, materials and equipment among others) from internal and external sources. Internally, the Association will



generate resources from recruitment of new members and sensitization of its members to pay their annual membership subscription fees. The Association will also offer paid services to its members and general public such as paid consultation services on community tourism issues, documentation and sale of books on community tourism, collection of entry and fees for stall for community tourism exhibitions; charge fees on members for marketing their products and services at national and international levels.

Externally, the Association will generate resources to support implementation of its strategic plan from donors and international development organizations operating in Uganda and those based abroad with interest in tourism and conservation, poverty reduction, gender and human rights and sustainable development issues. Solicitation of resources from external donors will be done through development and marketing funding proposals to various donors and international development agencies, partnerships and undertaking joint initiatives with other potential resourceful organizations. A detailed resource mobilization strategy will be developed by Association at initial phase of implementation of this plan. The summary budget estimates for UCOTA's strategic plan 2017 – 2021 are indicated in table below:

### **6.8 Summary Budget Estimate for UCOTA's Strategic Plan 2017 -2021**

The implementation of the strategic plan is anticipated to cost Uganda shillings 6,569.5 Million over the five year period. Direct strategic plan activities (strategic objective activities) will take 77% while administrative or overhead costs shall cost 23% of the total budget. In terms of allocation of resources by objective, 29.5% shall be spent on Objective # 1 (to increase quantity, quality and sustainability of community based tourism products and services.), followed by objective #2 on increasing the number of tourists utilizing community based tourism products and services (22.4%), Objective #3 of strengthening institutional capacity of UCOTA to deliver its mandate (16.5%) and objective #4 or advocacy (8.6%). The allocation of the budget across objectives is in line with priorities of UCOTA members.



Strategic Plan Objective	Duration (Years and amount in Uganda shillings)					Total
	2017	2018	2019	2020	2021	
<b>Objective 1:</b> <i>To increase quantity, quality and sustainability of community based tourism products and services.</i>	360,000,000	495,000,000	595,000,000	300,000,000	185,000,000	1,935,000,000
<b>Objective 2:</b> <i>To increase number of tourists utilizing community based tourism products and services</i>	268,000,000	418,000,000	418,000,000	238,000,000	128,000,000	1,470,000,000
<b>Objective 3:</b> <i>To strengthen institutional capacity of UCOTA to deliver on its mandate</i>	312,000,000	256,000,000	186,000,000	156,000,000	176,000,000	1,086,000,000
<b>Objective 4:</b> <i>To strengthen engagement in the formulation of policies, laws, and plans relevant to community tourism.</i>	70,000,000	116,000,000	158,000,000	128,000,000	94,000,000	566,000,000
<b>Administrative Costs</b>	243,700,000	303,700,000	321,700,000	321,700,000	321,700,000	1,512,500,000
<b>Grand Total</b>	1,253,700,000	1,588,700,000	1,678,700,000	1,143,700,000	904,700,000	6,569,500,000









## ANNEXES

### I. Log Frame for UCOTA's Strategic Plan 2017-2021

Narrative summary	Performance Indicators	Means of verification	Important Assumptions
<p><b>MISSION:</b> To promote community-based tourism through tourism enterprises capacity building, conservation of natural and culture resources and policy engagement that benefits communities in Uganda</p>	<ul style="list-style-type: none"> <li>% change in incomes of targeted community based-tourism providers.</li> <li>% change in adoption and use of natural and cultural conservation practices by targeted community based-tourism providers.</li> </ul>	<ul style="list-style-type: none"> <li>MTWA annual sector performance reports.</li> <li>UCOTA's evaluation and impact survey reports.</li> <li>National tourism value chain study reports</li> </ul>	<ul style="list-style-type: none"> <li>Government continues to prioritise tourism development</li> <li>Government promotes pro-poor tourism development approaches</li> <li>More resources in the national budget are allocated towards tourism development</li> </ul>
<p><b>STRATEGIC OBJECTIVE 1 (SO1):</b> Increased quantity, quality and sustainability for community-based tourism products and services.</p>	<ul style="list-style-type: none"> <li>% change in volume of tourism products and services produced by members.</li> <li>% change in quality rating of tourism products and services produced by members.</li> <li>% change in adoption and use of natural and cultural conservation practices by targeted community based-tourism providers.</li> <li>% change in UCOTA members providing community based-tourism products and services.</li> </ul>	<ul style="list-style-type: none"> <li>Review annual tourism sector performance reports (MTWA and UWA),</li> <li>Annual reviews, mid-term review and final evaluation of strategic plan reports.</li> <li>Field visits and conducting interviews with members.</li> </ul>	<ul style="list-style-type: none"> <li>There is low rate of inflation and stable exchange rates of foreign currency.</li> <li>Tourism remains government's priority sector for economic growth and development.</li> <li>There are supportive policies and laws for private sector-led tourism and trade development.</li> <li>There are laws and policies supportive of CSOs and private sector operations throughout the country.</li> <li>National parks, game reserves and central forest reserves remain peaceful and secure throughout implementation period.</li> <li>Government promotes pro-poor tourism development approaches</li> </ul>



Narrative summary	Performance Indicators	Means of verification	Important Assumptions
<b>OUTCOMES FOR SO1:</b> 1.1 Increased knowledge and skills of members in CBT services and products development, management of CBTEs and conservation of natural and cultural resources. 1.2 Increased product diversification and up take of new CBTEs by members. 1.3 Improved quality of CBTE's products and services 1.4 Increased adoption of conservation practices for natural and cultural resources by CBTEs and their members 1.5 Increased partnerships and dialogues by UCOTA with NFA, UWA, MTWA, LGs and cultural institutions over conservation of natural and cultural resources.	<ul style="list-style-type: none"><li>• % of members utilizing knowledge and skills acquired.</li><li>• Level of clients' satisfaction of member's products and services.</li><li>• Number of new CBT product and services introduced on the market by members.</li><li>• % increase in number of new members operating CBTEs.</li><li>• Evidence of usage of community based evidence to support advocacy for conservation of natural and cultural resources.</li><li>• % of UCOTA's recommendations adopted by MDAs, LGs and Cultural institutions aimed at conserving natural and cultural resources.</li><li>• Number of partnerships that exist between UCOTA and MDAs, LGs and cultural institutions.</li></ul>	<ul style="list-style-type: none"><li>• Annual review, mid-term review and final evaluation of strategic plan reports.</li><li>• Review annual progress reports of members.</li><li>• Field visits and interviews with members.</li></ul>	
<b>OUTPUTS - SO1</b> 1.1.1 Product and service market assessment for community-based tourism enterprises conducted. 1.1.2 Members trained on product development based on key findings from product market assessment. 1.2.1 Members trained on production of new community tourism enterprises. 1.2.2 Learning visits on product development related issues for members conducted. 1.2.3 Feasibility study on new community tourism enterprises carried out. 1.2.4 Business plans developed for new community tourism enterprises. 1.3.1 Members sensitized on conservation of cultural and natural resources. 1.3.2 Members trained on management of eco-tourism enterprises. 1.3.3 Members trained on management of cultural tourism enterprises. 1.4.1 Community groups formed and trained on monitoring and reporting of misuse of natural, wildlife and cultural resources. 1.4.2 Field monitoring reports on use of natural and cultural resources for community tourism documented and shared with key decision-makers. 1.4.3 Partnership developed with key MDAs, LGs and cultural institutions to conserve cultural and natural resources. 1.4.4 Dialogue held with key decision makers at local and national level and cultural institutions to conserve natural and cultural resources for tourism development.	<ul style="list-style-type: none"><li>• # of product assessments conducted.</li><li>• # of training events on product development conducted.</li><li>• # of members trained on product development and new CBTEs.</li><li>• # of learning visits on product development issues carried out.</li><li>• # of feasibility studies for new CBT products carried out.</li><li>• # of business plans for new tourism products developed.</li><li>• # of members sensitized.</li><li>• # of sensitization events held.</li><li>• # of members trained on management of eco-tourism and cultural enterprises.</li><li>• # of community-based groups formed and trained on monitoring and reporting.</li><li>• # of training events held.</li><li>• # of field monitoring reports documented and shared with key decision makers.</li><li>• # of partnerships developed with key MDAs and cultural resource management institutions.</li><li>• # of dialogues held with key decision makers.</li></ul>	<ul style="list-style-type: none"><li>• Review activity and quarterly reports.</li><li>• Field visits and interview with members.</li></ul>	



Narrative summary	Performance Indicators	Means of verification	Important Assumptions
<p><b>STRATEGIC OBJECTIVE 2 (SO2):</b> Increased number of tourists utilizing community-based tourism products and services.</p>	<ul style="list-style-type: none"> <li>% change in sales volume of members' tourism products and services per year.</li> <li>% change in number of tourists visiting UCOTA member CBTEs.</li> </ul>	<ul style="list-style-type: none"> <li>Annual review, mid-term review and final evaluation of strategic plan reports.</li> <li>Review annual progress reports of members.</li> <li>Field visits and interviews with members.</li> </ul>	<ul style="list-style-type: none"> <li>There is low rate of inflation and stable exchange rates of foreign currency.</li> <li>Tourism remains government's priority sector for economic growth and development.</li> <li>There are supportive policies and laws for private sector-led tourism and trade development.</li> <li>There are laws and policies supportive of CSOs and private sector operations throughout the country.</li> <li>National parks, game reserves and central forest reserves remain peaceful and secure throughout implementation period.</li> <li>Government promotes pro-poor tourism development approaches</li> </ul>
<p><b>OUTCOMES SO2:</b></p> <p>2.1 Increased knowledge and skills of members on marketing; branding, packaging, pricing, distribution; computer &amp; internet, and social media</p> <p>2.2 Increased demand of members' CBT products and services by local, national and international buyers.</p>	<ul style="list-style-type: none"> <li>% change in sales volume of members' tourism products and services.</li> <li>% of members with sales and distribution agreements with local, national and international companies.</li> <li>% of members with branded products on the market</li> <li>% of members that use local media, websites, social media and internet to market their products.</li> </ul>	<ul style="list-style-type: none"> <li>Annual review, mid-term review and final evaluation of strategic plan reports.</li> <li>Review annual progress reports of members.</li> <li>Field visits and interviews with members.</li> </ul>	
<p><b>OUTPUTS for SO2</b></p> <p>2.1.1 Market assessment for community tourism enterprises conducted.</p> <p>2.1.2 Members trained on key findings from market assessment;</p> <p>2.1.3 Members trained on product branding, packaging, pricing and distribution</p> <p>2.1.4 Members trained on marketing of new community tourism enterprises;</p> <p>2.1.5 Members trained to use local media to market their products.</p> <p>2.1.6 Members trained on how to use computers, emails, social media and operate website.</p> <p>2.2.2 Catalogue of members' product and services developed and shared with potential clients.</p> <p>2.2.3 Joint exhibition to showcase and market members' products held.</p> <p>2.2.4 Members supported to participate in national and international tourism fairs.</p> <p>2.2.5 Radio and television talks held to promote community tourism products and issues shows.</p> <p>2.2.6 Newsletters on community tourism documented and shared with key stakeholders.</p> <p>2.2.7 Partnership agreements signed between UCOTA and UHOA and AUTO to market members' products and services.</p> <p>2.2.8 CBT products marketed by local, national and international companies/ institutions.</p>	<ul style="list-style-type: none"> <li># of market assessments conducted.</li> <li># of marketing training events conducted.</li> <li># of members participated in training events on marketing.</li> <li># of product catalogue developed.</li> <li># of product catalogue distributed to potential clients.</li> <li># of community tourism exhibitions held at local and national levels.</li> <li># of members who participated in the exhibition at location, national and international levels.</li> <li># of radio and television talk shows on community tourism held per year.</li> <li># of newsletters on members' products and services produced and circulated per year.</li> <li># AUTO members, UHOA members and international companies promoting CBT products.</li> <li># of CBT products included in UTB's marketing catalogue</li> </ul>	<ul style="list-style-type: none"> <li>Review activity and quarterly reports.</li> <li>Field visits and interview with members.</li> </ul>	



Narrative summary	Performance Indicators	Means of verification	Important Assumptions
<p><b>STRATEGIC OBJECTIVE 3:</b> Strengthened institutional capacity of UCOTA to deliver on its mandate</p>	<ul style="list-style-type: none"> <li>% change in membership fee subscription</li> <li>% of budget funded by internally generated funds</li> <li>% change in membership</li> <li>% of implementation of strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Annual review, mid-term review and final evaluation of strategic plan reports.</li> <li>Review annual progress reports of members.</li> <li>Field visits and interviews with members.</li> </ul>	<ul style="list-style-type: none"> <li>There is low rate of inflation and stable exchange rates of foreign currency.</li> <li>Tourism remains government's priority sector for economic growth and development.</li> <li>There are supportive policies and laws for private sector-led tourism and trade development.</li> <li>There are laws and policies supportive of CSOs and private sector operations throughout the country.</li> <li>National parks, game reserves and central forest reserves remain peaceful and secure throughout implementation period.</li> <li>Government promotes pro-poor tourism development approaches</li> </ul>
<p><b>OUTCOMES – SO3</b></p> <p>3.1 Improved internal regulation of Association activities through adoption of policies and standard operating procedures</p> <p>3.2 Enhanced mechanisms by Association to measure progress made from implementation of strategic plan.</p> <p>3.3 Enhanced human resource base and capacity in implementation of planned activities.</p> <p>3.4 Diversified and enhanced financial sustainability of the Association.</p> <p>3.5 Increased membership base in the Association.</p> <p>3.6 Increased participation and support of members in association activities.</p> <p>3.7 Adoption of good corporate governance principles by the association.</p> <p>3.8 Enhanced communication and engagement with internal and external stakeholders on community tourism activities.</p>	<ul style="list-style-type: none"> <li>% of internal regulation policies and standard operating procedures developed and or updated</li> <li>Adoption of M&amp;E plan and tools</li> <li>% of approved positions that are filled</li> <li>% of annual strategic plan budget realized</li> <li>% change in membership</li> <li>% of AGM and EC resolutions implemented by the Association.</li> <li>% of fully paid-up members of the association.</li> <li>Level of compliance to statutory requirements of the association</li> <li>Regular elections of association leaders in a fair and transparent manner</li> <li>% of members that fulfils their roles.</li> <li># of engagements with the media of community tourism issues</li> </ul>	<ul style="list-style-type: none"> <li>Annual strategic plan implementation reviews</li> <li>Organizational capacity assessment reports</li> <li>Mid-term review and final evaluation of strategic plan reports.</li> <li>Annual progress reports of members.</li> <li>Field visits and interview with members.</li> </ul>	



Narrative summary	Performance Indicators	Means of verification	Important Assumptions
<p><b>OUTPUTS – SO3</b></p> <p>3.1.1 Prioritised missing internal policies and standard operating procedures adopted</p> <p>3.1.2 Existing policies and standard operating procedures reviewed and strengthened.</p> <p>3.2.1 AGM of members held</p> <p>3.2.2 Quarterly meetings of EC held.</p> <p>3.3.1 M&amp;E plan developed and implemented including conducting a baseline, mid-term review and final evaluation of strategic plan.</p> <p>3.4.1 Staff trained in M&amp;E, gender, policy advocacy, Marketing and community tourism business development.</p> <p>3.5.1 Guidelines on staff salary and benefits reviewed and improved.</p> <p>3.5.2 Additional staff recruited</p> <p>3.6.1 A resource mobilization plan developed and implemented.</p> <p>3.7.1 New members mobilized and recruited into the association.</p> <p>3.7.2 Members sensitized on their role to pay the membership fees.</p> <p>3.7.3 Partnerships and networking guidelines formulated and approved by EC.</p> <p>3.7.4 Partnerships with selected media houses developed.</p> <p>3.7.5 Selected journalist trained on community tourism issues.</p> <p>3.7.6 Success stories and good practices documented and shared.</p>	<ul style="list-style-type: none"> <li>• Prioritised missing internal policies and standard operating procedures in place, reviewed and approved by EC</li> <li>• # of existing policies and standard operating procedures revised, reviewed and approved by EC.</li> <li>• # of AGM of members held per year</li> <li>• # of quarterly EC meetings held per year.</li> <li>• A baseline survey carried out at beginning phase of SP implementation.</li> <li>• M&amp;E plan and M&amp;E tools developed at beginning phase of SP implementation.</li> <li>• # of staff trained per year.</li> <li>• # of new staff recruited.</li> <li>• # of funding requests prepared and submitted to funding agencies per quarter.</li> <li>• # of members recruited and oriented into the association</li> <li>• # of members sensitized on their roles and responsibilities in the association.</li> <li>• Networking and partnership guidelines developed in first year of SP.</li> <li>• # of partnership agreements with media houses and other external stakeholders.</li> <li>• # of success stories and good practices documented and shared.</li> </ul>	<p>Review activity, quarterly, annual, mid-term and evaluation reports.</p> <p>Field visits of members.</p>	



Narrative summary	Performance Indicators	Means of verification	Important Assumptions
<b>STRATEGIC OBJECTIVE 4:</b> Strengthened engagement in formulation and implementation of policies, laws, and plans relevant to community tourism	<ul style="list-style-type: none"> <li># of actions taken by key decision-makers based on UCOTA's initiation at different levels to develop community tourism.</li> <li># of position papers on advocacy issues prepared and raised with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Annual review, mid-term review and final evaluation of strategic plan reports.</li> <li>Review of annual reports of MDAs and LGs, tourism related policies, plans, laws and regulations</li> </ul>	<p>Tourism remains governments' priority sector for economic development.</p> <p>There are supportive policies for private sector-led tourism and trade development.</p> <p>There are laws and policies supportive of CSOs and private sector operations throughout the country.</p>
<b>OUTPUTS – SO4</b> 4.1 Increased knowledge and skills of members on policy and legal frameworks for community tourism. 4.2 Increased generation and use of grass root evidence to support advocacy for conservation of natural and cultural resources 4.3 Increased dialogue between UCOTA and key decision makers in tourism and conservation sectors.	<ul style="list-style-type: none"> <li>% of members involved in policy advocacy for community tourism.</li> <li># of engagements between UCOTA and key decision-makers and actors in tourism and conservation institutions.</li> <li>% of UCOTA's policy recommendations adopted by key decision-makers to strengthen development of community tourism.</li> </ul>	<p>Review annual progress reports of members.</p>	
<b>OUTPUTS – SO4</b> 4.1.1 Members sensitized on existing policies, laws and plans on community tourism. 4.2.1 Existing tourism policies, laws and plans reviewed and gaps identified. 4.2.2 Implementation of existing policies, plans and laws monitored and gaps identified. 4.2.3 Policy briefs from policy review and monitoring documented and shared with key decision makers. 4.2.4 Dialogue held with relevant decision makers at different levels.	<ul style="list-style-type: none"> <li># of members sensitized.</li> <li># of sensitization meetings held.</li> <li># of policy reviews carried out per year.</li> <li># of policies whose implementation has been monitored per year.</li> <li># of policy briefs documented per year.</li> <li># of policy briefs shared with decision-makers per year.</li> <li># of dialogues held with relevant decision makers at different levels.</li> </ul>	<p>Review activity, quarterly, annual, mid-term and evaluation reports.</p>	



## II. Activity Implementation Schedule for UCOTA Strategic Plan 2017-2021

No.	Planned Activities	Responsibility	Duration in Years and Quarters																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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1	Objective 1: To increase quantity, quality and sustainability of community-based tourism products and services.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
1.1	Conduct product and service market assessments for community-based tourism enterprises	Consultant and Secretariat																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													



No.	Planned Activities	Responsibility	Duration in Years and Quarters															
			2017				2018				2019				2020			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2.7	Hold joint community tourism exhibitions or trade fares to facilitate learning and marketing of members' products.	Secretariat																
2.8	Support members to participate in national and international tourism trade fare.	Secretariat																
2.9	Hold radio and television talk shows to market members' products	Secretariat																
2.10	Produce and circulate quarterly newsletter with focus on members' products to key stakeholders.	Secretariat																
2.11	Partnership agreements signed between UCOTA and UHOA and AUTO to market members' products and services.	Secretariat																
3	Objective 3: To strengthen institutional capacity of UCOTA to deliver on its mandate																	
3.1	Develop and adopt prioritised missing internal policies and standard operating procedures	Consultant																
3.2	Review and improve existing policies and standard operating procedures (e.g memorandum and articles of association, finance and HR manuals)	Staff and EC																
3.3	Hold AGM for members to review and approve plans, reports and to elect executive committee	MOs and EC																
3.4	Hold quarterly meeting for executive committee	EC																
3.5	Conduct a baseline survey for strategic plan	Consultant																
3.6	Develop a comprehensive M & E for the plan	Consultant																
3.7	Develop M & E tools	Consultant																
3.8	Train staff in M&E, marketing, business development, gender, policy advocacy etc	Consultant																
3.9	Conduct mid-term review of strategic plan.	Consultant																
3.10	Conduct end of strategic plan evaluation.	Consultant																
3.11	Review guidelines or policies on existing staff salary and benefits	EC and ED																
3.12	Recruit additional staff (communication product development and marketing, policy advocacy, conservation and gender officer)	EC and ED																
3.13	Develop and implement a resource mobilization plan	Secretariat and Consultant																
3.14	Prepare and submit funding requests to different funding agencies	Secretariat staff																
3.15	Recruit and orient new members into the UCOTA.	Secretariat staff																
3.16	Mobilise and sensitize members to understand their roles in the association including payment of their membership fees	Secretariat staff																
3.17	Mobilise resources towards development of UCOTA house project.	Secretariat staff																
3.18	Formulate networking and partnership guidelines.	Secretariat staff																
3.19	Develop partnerships with selected media houses and local, national and international organizations with a focus on community tourism issues.	Secretariat staff																



No.	Planned Activities	Responsibility	Duration in Years and Quarters															
			2017				2018				2019				2020			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
3.20	Train selected journalists on community tourism issues.	Secretariat staff																
3.21	Document and share success stories and best practices on community tourism.	Secretariat staff																
4	Objective 4: To strengthen UCOTA's engagement on policies, laws, and plans relevant to community tourism																	
4.1	Sensitise members on policies, laws and plans relating to community tourism	Secretariat																
4.2	Conduct review of existing policies, laws and plans relating to community tourism	Secretariat and Consultant																
4.3	Monitor extent of implementation of existing policies, laws and plans relating to community tourism	Secretariat																
4.4	Document and share policy brief on community tourism with key decision-makers.	Secretariat and Consultant																
4.5	Facilitate policy dialogues between Association members and key government decision-makers at different levels.	Secretariat																