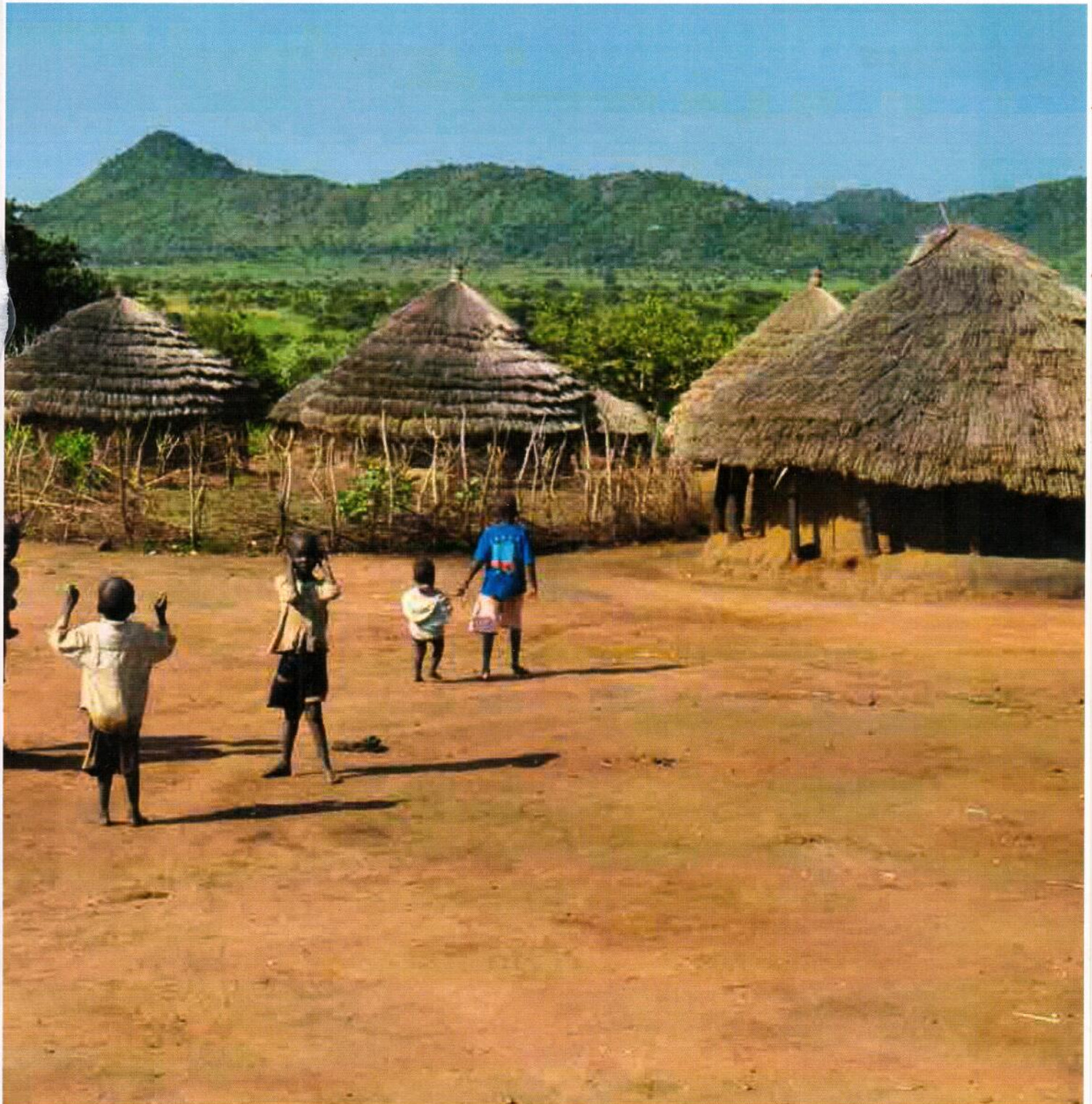


- Presenting the draft strategic plan to UHOA Chairlady for her input.
- Presenting the draft strategic plan to UHOA Board of Directors for their final input
- Reviewing the draft strategic plan with a selected committee of four Board Members for final scrutiny and final input.
- Production of the final copy of UHOA Strategic Plan (2017-2021) after incorporating comments from UHOA and UTA.







CHAPTER 2: THE ENVIRONMENTAL SCAN

UHOA operating environment comprises the external and internal contexts. The external context refers to the sphere on which the organisation has no control over but informs programming and influences her performance and survival. The internal environment refers to the aspects of the organisation on which the organisation has total control and informs internal dynamics and functioning of its operations. The external context contains opportunities which can be exploited to achieve organisational Vision but also inform designing of interventions. The external environment also contains threats or bottlenecks which negatively affect organisation existence and performance, if not well managed or addressed. The internal environment analysis reveals strengths and weaknesses. The environmental scan has been carried out to identify opportunities, threats, strengths and weaknesses, decide on strategic issues and direction and inform organisation response and actions over the course of implementing the plan (5 years).

2.1 External Environment Analysis

The external environment comprises the socio-cultural, legal, economic, political, technological and environmental aspects. The analysis of the six elements of the external environment is presented hereunder:

2.1.1 Political and Legal Aspects

Uganda is a growing democracy on the African Continent. Since 1986, the National Resistance Movement (NRM) has provided stable leadership to the country. There have been periodic elections every five years for all elective public leadership positions in Uganda since 1996. The regular elections underpin the will of the people and the multiparty democracy being exercised in Uganda. While there have been periodic presidential elections, its outcomes are contested by the opposition through court and civic action. Civic actions by the opposition are viewed as disruptive to economic activities in the country.

Uganda is a key member of the East African Community, African Union and United Nations. The country regularly hosts meetings of these regional and international bodies and their agencies. Uganda has positioned herself as a guarantor of security of different countries in the region such as Somalia, South Sudan, Burundi and Democratic Republic of Congo. Even in the aftermath of 2007 post-election violence in Kenya, communities sought refuge in Uganda. Uganda is a host to over 500,000 refugees and has been rated as one of the best countries in the World as far as refugee policy and protection is concerned.

Legally, there are many laws which support business and tourism sector development and contribution to the Gross Domestic Product (GDP) for the country. There are different laws which have a bearing on hotel industry. Such laws include the income tax act which levies corporate tax of 30% on profits from

hotel business; Tourism Act which introduced the tourism levy on hotels, VAT act which levies tax on all sales and, local government act which mandates Local Governments to collect fees and taxes (trading license fees, local service tax and local hotel tax). In addition, Hotels are exempted from paying import duty on usable materials in provision of services. The investment policy also allows some tax holidays and exemptions to large investments in the hotel industry. While hotels may benefit from some tax exemptions, they pay quite a multiplicity of taxes which take away approximately 45%¹ of hotel revenues. This deprives hotel owners of resources which are vital for expansion of their operations, reduces return on investment and limit their contributions to national development.

2.1.2 Economic Aspects

Uganda's economy has been growing steadily since 1986, about an average of six percent per annum over this period. The country is projected to reach lower middle income status by 2020. Uganda has significant oil deposits which are considered strategic in the transformation of the country. With this status, a significant proportion of the population is expected to belong to the middle class. The economic regime has multiple taxations by both central and local governments and there is increasing integration as a result of the East African Community. Uganda's economy is fully liberalized with most activities left to the forces of demand and supply (market), with Government's role limited to regulation. For example, the interest rates for loans are determined by lenders. The interest rate can be as high as 30%, even for long term developments. Indeed, since 2012, commercial interest rates have averaged about 23%². This is considered too high for investment in projects which require substantial capital cost and whose return is expected in the long term.

Tourism Sector and Its competitiveness

The Tourism Sector contributes USD 2.5 Billion (9%) to Uganda's Gross Domestic Product (GDP). The tourism sector's annual contribution to foreign exchange earnings is estimated at USD 1.5 Billion. The contribution of the tourism sector to national development is well appreciated by the Government. This is demonstrated through development of a tourism master plan, dedication of the ministry for the sector (Ministry of Tourism Wildlife and Antiquities), creation of Uganda Tourism Board to oversee the tourism sector and undertaking special interventions aimed at strengthening the sector, where hotel industry belongs.

Despite the immense potential of the Tourism sector to national development, the sector still faces many challenges. Such challenges include; weak targeted destination marketing, negative media coverage and travel advisories occasioned by security threats and disease outbreaks (Marbug, ebola and cholera), poor air transport, inadequate hospitality industry skills. Consequently, tourist visitors to key tourism locations have declined. For instance, despite the increase in visitations to National Parks from about 203,000 visitors in 2014 to 216,000 visitors in 2015, there has been a 13% decline in the number of foreign non-residents over the same period³.

¹ UHOA Secretariat consultations

² Computed using average interest rates (October 2012 to October 2016) provided by Bank of Uganda (www.bou.or.ug)

³ MoFPED; Budget Speech for FY 2016/2017

Competitiveness of Tourism-Hotel Industry

The Hotel Industry is a major element of the leisure and hospitality/tourism industry in Uganda. The Travel & Tourism Competitiveness Index ranking for Uganda was 114 out of 141 countries in 2015, a slight improvement compared to the rank of 115 and 116 in 2011 and 2013 respectively. While there are different pillars which are aggregated to give the overall Travel and Tourism (T&T) Competitiveness Index, two (human resource and infrastructure) are strongly linked to the hotel industry. The performance on the two pillars is a direct assessment of the competitiveness of the hotel industry in Uganda.

Uganda ranks poorly on the human resources and labour markets pillar at 104 out of the 141 countries. The country ranks 125th on qualification of the labour force, 109th on extent of staff training and 101st on degree of customer orientation. This is partly because the tourism industry suffers from limited availability of specialized research & training, low levels of T&T staff training, and limited availability of qualified labour. These all work against having a competitive T&T industry to meet the expectations of international tourists. On the other hand, Uganda ranks competitively on the labour markets at 10th out of the 141 countries on account competitive hiring and firing practices (rank 10), ease of finding skilled employees (rank 58), ease of hiring foreign labour (rank 19), pay and productivity (rank 124), and female participation in the labour force (rank 9). On the labour market, Uganda is constrained with the low productivity of the labour force that requires to be addressed.

Uganda ranks 122 on the Tourism service infrastructure pillar. The number of available hotel rooms especially in final tourist destination areas is still limited (rank 122), extension of business trips recommended (rank 87), presence of major car rental companies (105) and ATMs accepting Visa cards (rank 116). Budget hotels are particularly few, while the quality of services by small guest houses is very poor. Overall, firms delivering Travel and Tourism services report low levels of customer orientation and few companies reported recommending extension of business trips. This reflects the low levels of business and export competencies of T&T firms and low levels of domestic tourism development. These have potential to increase Tourism openness and improve the attitude of Ugandans towards foreign visitors.

2.1.3 Social and Cultural Aspects

Uganda is a country of diverse cultures. It is a heavily religious country with Christians being 84.5% while Muslims being 13.7% of the population. The religious affiliation has different implication for the hotel industry. Islam recommends eating in facilities with halal food. Hotels have been perceived as places where evil (adultery and fornication) takes place. However, religious festivals like Christmas and Easter among Christians and feasts like Iddel-Fitri and IddiAduha for Muslims are widely celebrated by respective believers. These feasts present opportunities to hotels.

2.1.4 Technological Aspects

The Uganda economy has embraced information and communication technology (ICT). For example, telephone subscribers have increased from 19.5 million in 2013 to 23 million in 2015. Internet users have increased, and are estimated at about 13 million. The internet connectivity capacity has gradually grown from formerly satellite to sea optic fibre cable, which has revolutionised internet speeds. The advent

of internet enabled phones and devices has increased access to internet and social media (Facebook, WhatsApp, Twitter, WeChat, Instagram) usage in Uganda. Information relayed about any activity can be watched by millions across the globe. Social media is a very good marketing tool and yet at the same time it can be used negatively. The increased access to telephone has also improved access to financial services through mobile money. In 2015, mobile money transactions were estimated at UGX 32.5 trillion⁴. The advent of mobile money system has eased money transfer and payment for goods and services.

2.1.5 Environment Aspect

Uganda has a tropical climate, receiving sunshine throughout the year. It is endowed with fauna and flora. The country boasts of natural game reserves and parks, natural forests and mountains, fresh water bodies (lakes and rivers) and a rift valley. All these assets are attractive to both domestic and foreign tourists. The country has a very strict legal framework which regulates use and preservation of the environment in the country.

2.2 Identification of Opportunities and Threats

2.2.1 Existing Opportunities to UHOA

Examining the operating context of UHOA presents different opportunities which can be exploited to further the vision of UHOA and benefit her members.

- a. **Political Context Opportunities:** There is general stability in Uganda in the whole country, with the exception of Rwenzori region. Stable political and security situation is likely to attract more visitors and expansion of hotel business. Regular elections also increase the number of political related visitors (election observers) and Ugandan citizens who transverse the country as they canvass for the votes. These visitors feed and reside in accommodation facilities located in different parts of the country. The membership to the EAC has created an opportunity of the single entry visa and common entry pass (Uganda, Kenya and Rwanda) which enables visitors to travel across the three countries. Increasingly, Uganda hosts regional and international conferences which bring in visitors who reside in the higher end hotels.
- b. **Legal Framework:** The Uganda legal environment is generally supportive of establishment and operation of hotels. The different laws and policies which are general (company act) in nature and specific to the tourism sectors (tourism act) promote hotel business. In addition, the tax laws allow for exemption of import duties on hotel usable items once UHOA grants any member a certificate for presentation to Uganda Revenue Authority.
- c. **Economic Opportunities:** The growing middle class and the march towards the middle income status present many opportunities which UHOA members can take advantage of. The demand for high class services and expenditure on tourism is anticipated to increase. The number of local

⁴ Ivan James Settimba (March 2016), Mobile money in Uganda, BoU.

visitors to hotels and tourism sites is anticipated to increase as more disposable income becomes available.

- d. **Technological Opportunities:** The widespread use of ICTs (smart phones, phones, tabs, and computers) presents immense opportunity for changing how hotels operate, market and make or receive payments. The social media presents an opportunity to market hotel services and real time response to any customer complaints. Use of social media enables hotels to reach millions of potential clients within and the outside world. Other opportunities created by social media include; use of on-line booking and payment system (both local like mobile money and advanced payment systems such as VISA, and Mastercard). Such systems can reduce the cost of doing business, expand the customer base and improve profitability of hotel business.
- e. **Environmental Opportunities:** The physical environment presents many opportunities to hotel industry in Uganda. The year round access to sunshine can be harnessed into producing solar energy to reduce utility bills occasioned by dependence on the national grid. The abundant rainfall creates an opportunity for water harvesting and reducing water bills. The tropical climate is attractive to foreign visitors.
- f. **Social Cultural Opportunities:** The massive celebration of religious festivals and feasts like Christmas, Easter, Iddiel Fitr and Aduha present a business opportunity to hotels. Family level packages can be offered during such feasts and increase hotel sales.

2.2.2 Threats

While the context has many opportunities, it also has different threats to UHOA and her members, which ought to be mitigated to avoid it negatively affecting UHOA operations and those of her members.

- a. **Political and Legal Threats:** While the political environment is relatively stable, disagreements on election processes and outcomes and resultant political activism creates uncertainty in terms of security and triggers negative advisories from Western Europe and North America, thereby reducing visitors to Uganda from such countries. Other decisions like taking the national army for peacekeeping has made terrorist actors to target Uganda for attacks. Since 2010, Government has managed to fend-off any terrorist attack in the country, though the threat still exists. The need to raise revenue by central and local governments has led to imposition of different taxes (VAT on upcountry facilities, local service taxes) which deprive hotel owners of vital revenue for business expansion.
- b. **Economic Threats:** The liberalised economy, though creates opportunities for investment in the hotel industry, it has its negative actions which threaten investments in hotel business. The interest rates are extremely high. For example, since 2012, the commercial bank lending rates have averaged 23%. The cost of capital is extremely high and limits investment in and expansion of hotel businesses. Some of the hotel owners have had their properties foreclosed due to inability to service their loans.

The tax regime remains one of the bottlenecks to hotel business in Uganda. Hotels pay multiple taxes such as cooperation tax of 30%, Value Added Tax of 18%, local service tax on each room per night, trading licenses and exercise duty on different inputs. UHOA estimates that such taxes takeaway about 45% of the revenue before other trading expenses are deducted. Although regional trade integration has its own opportunities, it has opened the Ugandan hotel industry to immense competition from well-established hotels in the region. Besides, many hotel operators do not know how to cost their goods and services to remain competitive, profitable and sustainable. It is also widely documented; the Uganda hotel workers are not well skilled, explaining the influx of expatriates into the hotel management and operations.

- c. **Social-cultural Threats:** There are many threats within the social and cultural context of the Ugandan society which UHOA needs to pay attention to and respond appropriately. Moslems eat in hotels with halal food, hotels are perceived as venues of sexual immorality and hotels services are used mainly during religious holidays and celebrations
- d. **Technological Threats.** While there have been technological advancements which have eased the cost of doing business, the investment and maintenance costs of some of the technologies are high. On-line and electronic payment systems carry with them the risk of hackers. The social media is also used for negative campaigns against some hotels, if not well managed and utilized.

2.3 Internal Environment

The analysis of UHOA's internal environment entailed identification of its key achievements and documentation of her strength and weaknesses. This information forms the basis for consolidating successes, strength and weaknesses.

2.3.1 UHOA's Strengths

UHOA had nurtured different strength since its inception in 2000. The key strength of UHOA include:

- UHOA has many active members. The organization has about 450 members of different levels. The members operate in different regions and districts of Uganda.
- Increased funding: Since 2004, UHOA has mobilized funds from her members to a tune of UGX1,184,537,760. This translates into an average of 97 million per year. The current revenue is estimated at about UGX 200 million. These funds are mobilized through registration and annual subscription fees paid by active members. The current budget of UHOA is fully funded through internal revenue, which is a mark of organizational independence and sustainability.
- Recognition by the Government: UHOA is the only hotel industry association in Uganda. It represents the voice of hotel owners and the industry. Accordingly, UHOA is considered as a partner with Government and her Ministries, Departments and Agencies in the development of the hotel industry.
- Over the last 15 years, UHOA has established its secretariat which is fully staffed with qualified



personnel who manage the strategic and day to day affairs of the Association.

- There is regular incapacitation of UHOA personnel through period trainings on fire and safety, counter terrorism and on-line marketing. These trainings have improved the capacity of staff to manage the secretariat and also build capacity of members.
- UHOA has goodwill within Government and among other major actors involved and interested in the hotel industry in Uganda. UHOA is a very strong brand in Uganda.
- UHOA has the ability to carry out effective lobbying and advocacy which benefits her members and the entire hotel industry. For example, UHOA effectively advocated and secured tax exemption on imports and visa fee reduction to benefit the hotel industry.
- The Association has a website with contacts of all members located in different parts of the country. This website is a good avenue for marketing her services and those of her members.
- UHOA has capacity to conduct training for members
- The Secretariat has the ability to promote grading and classification of hotels. The personnel and other resource persons are able to prepare hotels for grading classification assessments.
- UHOA has an up-to date registration as a company limited by guarantee and this enables her to conduct her business within the law and without any encumbrances.
- Provision of plaques to members increases her visibility and adds credibility to her members.
- UHOA has a strong and well-functioning secretariat with clear communication channels
- More than 80% of graded hotels are members of UHOA. This has enhanced credibility of UHOA as it lobbies for favourable hotel business environment.

2.3.2 Areas for Capacity Improvement

The following constitute areas for improvement within UHOA.

- *Limited Outreach:* Many hotels, including members, have little information on what UHOA does. There is a feeling that UHOA concentrates in Kampala, Jinja and Mbarara and rarely reaches members outside these locations.
- *Low staffing:* Secretariat is composed of only three people, which are inadequate to deliver on its mandate. There is no staff stationed at regional offices and at the airport.
- *There is inadequate information flow from the secretariat to the members.* The Association has no regular channel through which it relays information to her members about secretariat work and upcoming activities and opportunities.
- *Imbalanced benefits to members.* There is a feeling that bigger hotels have benefited more from UHOA compared to smaller ones. However, the bigger hotels are perceived to benefit more because of their ability to take advantage of any opportunities. This perception, though unfounded affects how smaller hotel facilities relate with the secretariat.
- *Lack of statistics about the hotel industry:* The secretariat does not have a comprehensive database about the hotel industry and does not carry out regular studies to generate vital hotel statistics for its advocacy and planning work.
- *Limited funding for the secretariat.* While the UHOA depends entirely on membership subscription fees, these funds are not adequate to enable UHOA undertake all planned activities and developments.

- *Inadequate Office Furniture:* The Secretariat does not have sufficient and suitable furniture for their operations. The existing furniture has zero book value.
- UHOA secretariat has no credible database of her members with current contact details to enable mobilization and communication with her members.
- *Low active members:* About 200 hotels or 45% of UHOA members are active (fully paid up). This deprives the organization of the required finances and required critical mass needed in activities where numbers matter.
- Limited exposure of staff in the region
- Limited membership programmes for memberships that limits the benefits to members
- Some members looking at others as competitors. This limits the membership contribution to UHOA's development.

2.4 Strategic Issues

A reflection on contextual analysis with specific reference to existing and potential opportunities and threats points to critical issues which require intervention of UHOA. The reflection also points to consolidation of existing strength and paying greater attention to its weaknesses. These issues also justify the existence of UHOA. These issues include:

Operating business environment for hotels: While there are many favourable policies and laws which support establishment of hotel business in Uganda, there are still many policy related impediments to hotel business. The multiple taxations, high cost of utilities and cost of capital negatively affect hotel operations and return on investment. In addition, there are still skills gaps among hotel workers which can only be sustainably sorted out with proper government reform of the hotel and tourism training institutions, course and processes. Such issues call for systematic advocacy to create a conducive environment for the hotel business in Uganda.

Capacity of UHOA Members: Majority of UHOA members are not graded either due to inability to afford such services or due to lack of preparedness. Members are not able to effectively market their services due to poor quality services, inadequate marketing and pricing acumen, negative attitudes towards use of hotel services. Hotels are also characterised with low occupancy rates, inadequate skilled staff, absence of critical management systems especially for small and medium size hotels, and limited compliance with hotel standards. There is need to build members capacity in hotel standards, marketing, pricing and hotel management so that they become competitive and increase occupancy rates. UHOA has a role to play in improving skills of hotel workers at strategic policy and action level.

UHOA Capacity: UHOA possesses many strength which provide a firm foundation for future successes. However, there are still many areas for improvement to enable the organisation function well and be responsive to the needs of her members. The overall capacity of UHOA in terms of membership size and active participation, outreach to members, effective communication, financing of its operations and staff should be improved.

Aware of the operating environment, different strategic issues and the past achievements of UHOA, the following strategic direction is set for the next five years.



CHAPTER 3: STRATEGIC DIRECTION

3.1 UHOA Vision, Mission and Values

Over the next five years, UHOA's hotel industry/sector and institutional vision, mission and values as stated hereunder:

Sector/Industry Vision: UHOA envisions: A vibrant, sustainable and quality-oriented hotel industry [contributing to job creation and national development].

UHOA' Institutional Vision: As an association, UHOA aspires: To be the leading association and principal voice for the hotel sector in Uganda

Mission: UHOA exists: To promote and enhance quality standards among members' facilities and services through capacity building, marketing and advocacy.

Values: The internal operations and interaction between members and with external stakeholders shall be guided by the following set of values:

1. **Solidarity:** United and working as partners in pursuit of our objectives.
2. **Integrity:** Truthfulness and honesty in all our dealings.
3. **Professionalism:** Deliver services with and cherish utmost proficiency.
4. **Excellence and efficiency:** Emphasis delivery of services with distinction and, in timely and most appropriate manner.
5. **Innovation and originality:** Striving to always remain ahead of the times and be relevant to our members.
6. **Visibility:** Ensuring that what we do and stand for, is known to our members and the general public.

3.2 Strategic Objectives

In line with specified strategic issues, UHOA shall pursue four strategic objectives, namely;

1. **To build the capacity of members to offer quality services.**

Over the strategic plan period (2017-2021), UHOA shall use different strategies to build the capacity of her members to offer quality hotel services. This is aimed at addressing gaps in quality of facilities

and services, and management which negatively affect quality of offered hotel services. Five specific strategies shall be employed to achieve this objective. These shall include:

- a) Training of member's staff in core areas of hotel business including; service, customer care, online marketing, food & beverages, store management, and corporate social responsibility;
- b) Preparing members for grading and classification and having a pool of internal assessors;
- c) Supporting members to benchmark their facilities and services.
- d) Organizing and lobbying for study tours, visits and marketing tours (capacity building);

2. To assist members improve their occupancy rates

Low occupancy rates remain a key problem affecting UHOA Member Hotels. This affects the profitability and sustainability of hotel businesses. This compels UHOA to support members in improving their occupancy rates. This shall be done through strategies which attract and increase businesses for hotels as well as actions which make hotel services affordable to the clients. Specific strategies to be deployed shall entail:

- a) Reducing the cost of business operations;
- b) Supporting marketing and promotional programmes;
- c) Improving financial intermediary issues;
- d) Providing business advisory services;
- e) Increasing visibility of members through online marketing.

3. To lobby and advocate for an enabling environment for the hotel industry in Uganda

While Government has demonstrated commitment towards improving business environment for tourism sector, there is more to be done to make the hotel business environment conducive for investors. In the past, UHOA has successfully worked with other tourism sector actors to secure concessions from Government on tax exemptions on importation of hotel usable materials. This effort shall continue till the business environment is significantly supportive of investment in the industry. The different strategies to be employed in pursuing this objective shall include; lobbying Government and advocating for favourable policies, tax regimes, business opportunities and strategic data collection from Government; conducting research to support different advocacy issues; disseminating information on incentives and any other privileges by the Government that can be beneficial to the hotel industry; and participate in annual Presidential Investors Round Table (PIRT).

4. To strengthen the institutional capacity of UHOA to deliver its mandate

UHOA possesses numerous strength while at the same time, there are many areas which require improvement to make her a very vibrant and strong Association. In terms of membership, UHOA is the biggest tourism sector association. There are very many high expectations against UHOA Secretariat by Government and Members. Having a strong UHOA is therefore a must to enable her fulfil these expectations. Accordingly, there is need to undertake different actions which can strengthen the institutional capacity of UHOA. Multiple strategies shall be employed to achieve this objective. These shall include:

- a) Increasing membership,



- b) Increasing finances,
- c) Improve staffing and working environment,
- d) Expanding office space and securing an institutional home (building or purchase) for UHOA
- e) Improving internal governance.

3.3 Management and Implementation of the Strategic Plan

3.3.1 Management of the Plan

The plan shall be implemented in line with UHOA Governance structures as demonstrated in the organisational structure presented in Figure 1. Accordingly, the General Assembly, Board of Trustees, Governing Council/Board of Directors and the Secretariat shall play different roles during the implementation of the strategic plan. The roles of the different structures in strategic plan implementation are defined hereunder:

a. General Assembly

The General Assembly is the supreme body in UHOA operations. It comprises paid up members. Its role shall entail approving the entire strategic plan and annual work plans and budgets, annual reports and audit reports and approving any adjustment in registration and annual subscription fees. The General Assembly shall hold all other entities accountable for implementation of the strategic plan.

b. Board of Trustees

The role of the Board of Trustees is to hold the assets of the Association in trust or on-behalf of the association/members. UHOA Board of Trustees comprises eminent hoteliers and founder members of the Association. The role of the Board of Trustees entails supporting the Association to raise resources for undertaking key investments/developments like purchasing land and construction of UHOA House for the office, hotel museums and training centres in or around Kampala.

c. Board of Directors

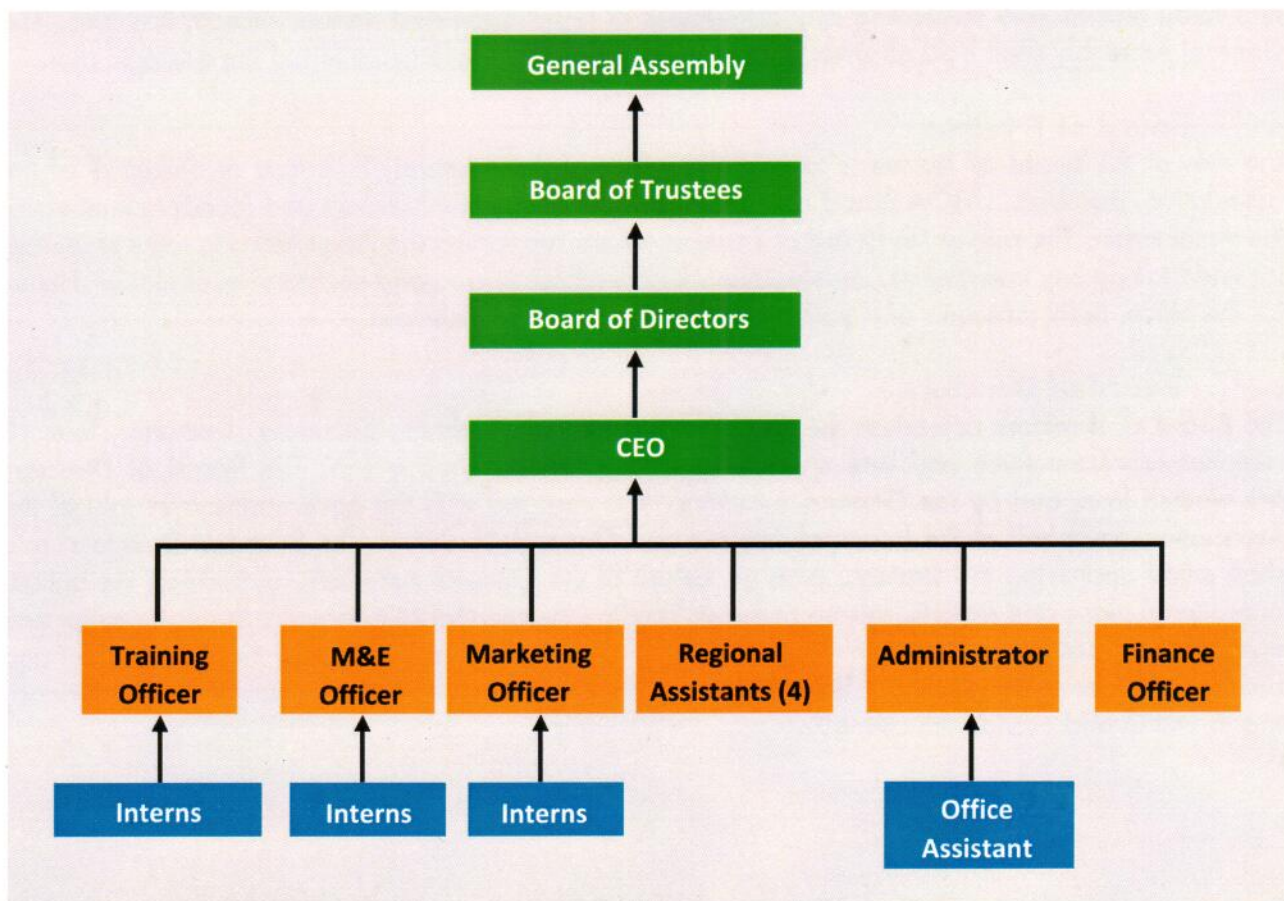
The Board of Directors comprises the Chairperson, Vice chairperson, Secretary, Treasurer, four 13 regional representatives and one special appointee for the chairperson. The Board of Directors are elected from and by the General Assembly. It is charged with the governance oversight of the Association on behalf of the Board of Trustees and General Assembly. The Board of Directors' role shall entail approving the strategic plan on behalf of the General Assembly, approving the annual operational plans and reports, raising finances, holding the secretariat to account through receipt and approval of plans and reports; commissioning audits, reviews and evaluation of the organisation and strategic plan, recruiting key staff for the secretariat and representing the secretariat at key advocacy events within and outside the country.

d. UHOA Secretariat

The Secretariat is headed by the Chief Executive Officer supported by the Administrator and an office assistant. With the new strategic plan, additional staff comprising finance officer or accountant, marketing officer, M&E, Training Officer and Regional Assistants shall be recruited to improve performance of the Secretariat and effective execution of the strategic plan. The Secretariat under the leadership of the CEO shall be charged with implementation of the strategic plan on behalf of the Board of Directors/General Assembly. The Secretariat shall translate or extract annual operational plans and budgets from the strategic plan and follow-through with implementation. These plans shall be approved by the Board of Directors. The Management Team shall also prepare and submit to the Board of Directors narratives and financial reports on a quarterly and annual basis for review and approval. All reports shall demonstrate achievement of results and objectives of the strategic plan.

UHOA CEO shall be charged with raising required financial resources for implementing strategic plan activities. The Secretariat may as need arises call upon the Board of Directors and Board of Trustees to support her in raising resources.

Figure 1: UHOA Organisational Structure



3.3.2 Implementation Plan

The following implementation schedule shall be followed in implementing the plan. UHOA Secretariat shall extract annual work plan from this schedule for implementation.

Table 1: **Strategic Implementation Schedule**

Years	Year1				Year2				Year3				Year4				Year5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1: To build the capacity of members to offer quality services																				
1.1 Training of members in core areas of the hotel industry																				
1.1.1 Conduct a training needs assessment among UHOA Members	X	X																		
1.1.2 Develop a training programme/capacity building plan/strategy for UHOA Members		X																		
1.1.3 Develop training manuals for the different identified needs			X	X																
1.1.4 Identify and establish partnership with qualified resource persons to facilitate trainings			X	X																
1.1.5 Identify and recommend accredited catering /training institutions for members				X																
1.1.6 Conduct on-job trainings for member's staff in core areas like customer care					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.1.7 Build the capacity of members in Hotel Business management best practices including promoting automation and computerization of hotel management systems					X								X				X			
1.1.8 Maintain a data base of qualified staff for the hotelier	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.1.9 Supporting members on recruitment of staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.2 Organizing and lobbying for study tours, visits and marketing tours (capacity building)																				

Object/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
1.2.1 Organise study tours and learning visits for members			X				X				X				X				X	
1.2.2 Develop and implement an exchange programmes of members staff within UHOA and with regional partners		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.2.3 Identify opportunities and funding for member's participation in marketing tours/ exhibitions to regional & international events	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3 Preparing members for grading and classification and having a pool of internal assessors																				
1.3.1 Hold regional sensitization workshops (Regional level)		X				X				X				X				X		
1.3.2 Sharing grading criteria and marking schemes for self-assessment and preparation		X				X				X				X				X		
1.3.3 Identifying and training key hotel staff to carry out self-assessments			X				X				X								X	
1.3.4 Lobby for set-up of an arbitration panel to handle any complaints from the grading and classification exercise	X	X	X	X																
1.3.5 Partnering with UTB to sensitise members on hotel standards and promote their standards				X								X				X				X
1.3.6 Develop standard operating procedures and promote their adoption/ customization by members depending on their grading	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.4 Supporting members to benchmark their facilities and services.																				
1.4.1 Develop and adopt a framework for benchmarking within UHOA members as well as hotels in the EAC region		X																		
1.4.2 Create partnerships and organize benchmarking visits with like-minded members				X		X		X		X		X		X		X		X		X
1.4.3 Participate in Regional Hotel Conferences for learning purposes			X				X				X				X				X	

Object/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
Objective 2: To assist members improve their occupancy rates																				
2.1 Support marketing and promotional programmes																				
2.1.1 Participate in tourism expos and exhibitions to market UHOA members	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.2 Setup an interactive Common web portal		X																		
2.1.3 Publish a UHOA quarterly magazine	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.4 Lobby for MICE events including establishment of a Convention Centres	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.5 Support members adopt flexible room ratings by adopting promotional and seasonal ratings through regular(monthly/quarterly) updates on market outlook	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.6 Promote domestic tourism by promoting proper costing and pricing of hotel services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.7 Conduct/participate in seasonal campaigns (Christmas, Easter, holiday and off season campaigns	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.8 Regular collection of data on occupancy and hotel utilization rates	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.9 Engage in media campaigns on the importance of using UHOA member hotels	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.2 Reduce the Cost of Business operations																				
2.2.1 Promote the adoption of energy saving and alternative sources of energy					X	X	X	X												
2.3 Improve financial intermediary issues																				
2.3.1 Promote joint e-commerce platforms including visa, booking.com	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.2 Promote the use of electronic payments system by members e.g. mobile money	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.3 Partner with financial institutions for flexible products and services for members					X	X	X	X												

Years	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
Object/Strategic Actions																				
2.3.4 Develop and implement a UHOA Hotel Payment system	X	X	X	X																
2.4 Provide Business advisory services																				
2.4.1 Support members to develop flexible market products like long stay accommodation facilities	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.4.2 Share market research of trends and opportunities e.g. the number of upcoming conferences	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.4.3 Promote peer review/twinning programmes among members	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.4.4 Promote sharing business opportunities among members (spill over)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.4.5 Build the capacity of members in costing and pricing their services to remain competitive	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.4.6 Provide linkage between Business Development Service providers (Consultants) and UHOA members for discounted services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.5 Increasing visibility of members through online marketing																				
2.5.1 Updating UHOA website to be more active and interactive	X	X																		
2.5.2 Rebranding of UHOA logo and websites			X	X																
2.5.3 Initiating robust media campaigns to market UHOA members in the general public, Government agencies and Corporate companies					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 3: Lobby and Advocate for an enabling environment for the hotel industry																				
3.1. Develop an advocacy strategy to guide UHOA Advocacy Agenda (specify immediate and long term priority actions)	X																			
3.2 Lobby and advocate for: Favourable tax policy, low interest rates, low rates for utility rates, capacity building support to hoteliers, for inclusive opportunities for all accommodation facilities, collection of updated statistics on hotel industry	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Object/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
3.3 Disseminate update information on incentives and any other privileges by the Government that can be beneficial to the hotel industry	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.4 Conduct Research on advocacy issues and develop positions for the industry	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.5 Participate in annual presidential investors round table and other dialogue frameworks with the Government	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 4: To strengthen the Institutional capacity of UHOA																				
4.1 Increase UHOA membership																				
4.1.1 Establish regional UHOA offices	X	X																		
4.1.2 Setup and maintain a database with contacts of all Hotels Facilities in each district	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.1.3 Sensitizing hotels on the benefits of UHOA membership through direct visits, newsletters, workshops and the media	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.1.4 Conduct a Hotel Census for the whole country	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.1.5 Hold annual awards to best performing members	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2 Increase finances																				
4.2.1 Increase UHOA membership	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.2 Seek financial support from Government and donor (writing funding applications)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.3 Organize fundraising events				X				X				X				X				X
4.2.4 Provide awareness about the services and benefits of being a member of UHOA	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.5 Conduct annual member satisfaction survey				X				X				X				X				X
4.3 Staff development and working environment																				
4.3.1 Recruit more staff including officers for finance, marketing, M&E, Training Officer																				

Object/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
4.3.2 Develop and implement an internship Programme		X																		
4.3.3 Procure office equipment (vehicle, desks, computers, printers, filing cabinet)		X	X						X	X							X	X		
4.3.3 Design and produce adequate promotional materials (magazines, brochures, branded office uniforms, note books, banners, stickers)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.3.4 Conduct refresher courses for staff: Administration, governance, financial management, running membership-based associations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.3.5 Facilitate staff members to participate in regional and international promotional events for the association	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.3.6 Develop and adopt internal control policies and procedures e.g HR policy, Finance, etc	X	X	X	X																
4.3.7 Create partnerships with like-minded associations in East Africa	X	X	X	X																
4.4 Establish a home for UHOA with facilities to offer other services for the industry																				
4.4.1 Move UHOA Head Quarter to a bigger office					X															
4.4.2 Fundraising for land purchase and construction of UHOA Institutional Home				X				X				X				X				
4.4.3 Implement a hotel museum to document the history of hotels in Uganda, housed at the UHOA offices																	X	X	X	X
4.5 Improve Governance within UHOA																				
4.5.1 Automate UHOA Accounts	X	X																		
4.5.2 Develop a manual and ToR for the UHOA Board			X	X																
4.5.3 Conduct annual audits				X				X				X				X				X
4.5.4 Hold Annual General Meetings				X				X				X				X				X
4.5.5 Develop a sustainability strategy for UHOA	X																			
4.5.6 Conduct governance training for the board	X								X								X			

Object/Strategic Actions	Year1				Year2				Year3				Year4				Year5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.5.7 Developing annual operational plans	X				X				X				X				X			
4.5.8 Conducting Strategic plan reviews				X				X				X				X				
4.5.9. Conduct end of strategic plan evaluation																				
4.5.10. Develop a monitoring and evaluation system for UHOA Strategic plan	X																			X
4.5.11. Conduct a baseline survey for the benchmarking the strategic plan performance	X																			





CHAPTER 4: MONITORING AND EVALUATION

4.1 Performance Framework

Determining the extent to which planned activities have been implemented and translated into results (benefits for older persons) is a key step in successful management and implementation of the plan. In addition, it informs learning and innovation in programming. To this effect, results framework specifying different anticipated impacts, outcomes and corresponding indicators for the different strategic objectives have been developed to guide this process (**Appendix 1**). The result framework focuses on attainment of strategic and specific objective (short-term and medium term outcomes).

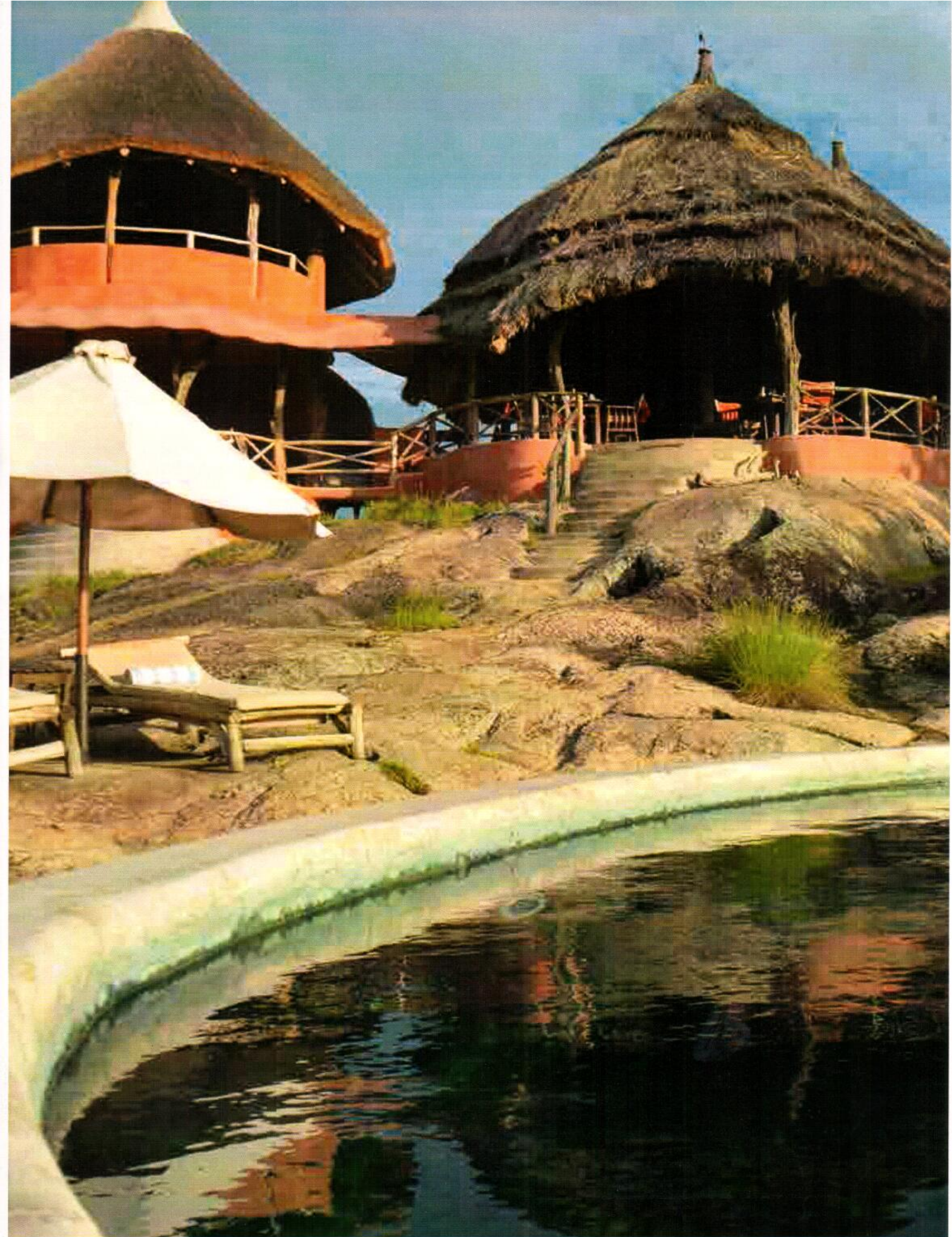
To facilitate structured learning from program implementation, UHOA set up an M&E system, undertake baseline survey and assessments, set results and monitor them during the five year period. The baseline survey will focus on result/outcome related indicators for the institutional vision, mission, strategic objectives and strategies. It is recommended that an M&E officer is recruited to manage the M&E function and all other planned studies specified under different strategic objectives.

4.2 Implementation Monitoring

UHOA shall undertake quarterly monitoring of its activities and annual review of its interventions. An end of strategic plan/institutional evaluation shall be carried out during last half of the final year (2021) to inform strategic learning and planning. The baseline survey and institutional evaluation should be carried out by an external consultant while routine/quarterly monitoring and annual reviews should be carried out by monitoring and evaluation officer. All forms of reporting (activity, quarterly or annual) should demonstrate results and their contribution to attainment of the strategic plan.

4.3 Staff Appraisals

At individual staff level, job descriptions will be defined in terms of institutional targets since they correspond to different strategies/functions specified in the strategic plan. The performance targets for the Chief Executive Officer should be structured around core performance areas for the organization in terms of UHOA institutional vision and strategic objectives. In this way, each staff's contribution to strategic direction, popularly known as line of sight will be very clear. Staff targets shall form the core of annual performance appraisal and confirmation of their employment with UHOA.



CHAPTER 5: STRATEGIC PLANNING FUNDING AND BUDGET ESTIMATES

5.1 Funding of the Strategic Plan

The strategic plan shall be funded using internally and externally generated incomes. Income shall be raised through the following channels:

- Registration fees for new members
- Annual subscription fees levied on existing members
- Fundraising for construction of UHOA home
- Charge commissions on Meetings, Incentives, Conference and events (MICE).
- Service charge/commissions for UHOA members to participate in funded programmes.
- Sale of promotional materials like T-shirts, caps, pens and magazines/newsletters
- Holding annual bazaars for donations by members for public auctioning
- Hold annual expos for hotel and restaurants
- Grants proposals and securing funding from Government and donors
- Loans from commercial institutions

It is anticipated that at least 70% of the budget can be funded through membership fees, if at all 90% annual subscription rate is achieved. The rest of the budget shall be funded through special fundraising events and soft loans from commercial institutions or patrons.

5.2 Strategic Plan Budget

The implementation of the strategic plan is anticipated to cost UGX 3,811.4 Million over the five year period (Table 2). Direct strategic plan activities (strategic objective activities) will take 78% while administrative or overhead costs shall cost 22% of the total budget. In terms of allocation of resources by objective, 41% shall be spent on Objective # 2 (improving occupancy rates), followed by objective #4 on strengthening the institutional capacity of members (17%), Objective #2 or capacity of members (16%) and objective #3 or advocacy (4%). The allocation of the budget across objectives is in line with priorities of UHOA members. Institutional development will cost a sizeable proportion of the budget due to heavy investment in setting up and implementing systems. This is vital for sustainability and efficiency of UHOA in terms of achieving other objectives. A detailed budget is presented in Appendix 2.

Table 2: **UHOA Strategic Plan Budget (UGX Millions)**

Object/Strategic Actions	Year1	Year2	Year3	Year4	Year5	Total	Ratio
Objective 1: To build the capacity of members to offer quality services	120.5	127.0	127.0	127.0	127.0	628.5	16%
Objective 2: To assist members improve their occupancy rates	263.4	351.2	312.0	312.8	313.6	1,553.0	41%
Objective 3: Lobby and Advocate for an enabling environment for the hotel industry	28.0	28.4	28.8	29.2	29.6	144.0	4%
Objective 4: To strengthen the Institutional capacity of UHOA	221.0	60.0	185.0	50.0	142.0	658.0	17%
Administrative costs	147.9	155.9	164.7	174.4	185.1	827.9	22%
Total	780.8	722.5	817.5	693.4	797.3	3,811.4	100%

5.3 Financial Sustainability

UHOA shall seek to be financially sustainable. Financial sustainability shall entail minimising costs, diversifying sources of income with emphasis on generating significant proportion of income through internal sources and limiting external funding. UHOA shall conduct annual member satisfaction and needs assessments to support it remaining relevant to the members and other players within the hotel industry. Currently, UHOA is exclusively funded through internal sources of income in form of registration and annual subscription fees. Therefore, its income has been unrestricted. However, internal revenues have not been sufficient to support implementation of all activities. The scope of activities specified in the strategic plan requires even more resources. It is therefore not only imperative to generate more revenue by ensuring that over 90% of members are active (revenue from their annual subscription) but also undertake deliberate actions for raising additional incomes. In order to strengthen financial sustainability UHOA shall:

- Develop financial manual specifying income generation methods and expenditure in line with acceptable accounting and governance standards
- Develop a financial sustainability strategy specifying sources of income and different measures for minimising cost while maximising revenue.
- Construct own corporate office with provision for offices, hotel museum and training facility.

At all times UHOA shall seek to ensure that activities contribute to income. In this way, it shall minimise cost centres and focus on 'profitability' centres as a key approach to conducting her business.

APPENDIX 1:

UHOA PERFORMANCE/RESULTS FRAMEWORK

Results	Strategic Actions	Outputs	Monitoring Indicator # of UHOA Members trained in different areas	Means of verification Training Reports
Objective 1: To build the capacity of members to offer quality services	1. UHOA members offer quality services 1. Improved hotel occupancy rates 2. Enabling environment for the hotel industry in Uganda 3. Strengthened institutional capacity of UHOA to deliver its mandate			
	Strategic Actions	Outputs		
	1. Training of members in core areas of the hotel industry			
	1.1.1 Conduct a training needs assessment among UHOA Members	Training needs assessment report	TNA Report	Activity reports
	1.1.2 Develop a training programme/capacity building plan/strategy for UHOA Members	Training/capacity building plan/strategy	Training/CB Strategy in place	Activity reports
	1.1.3 Develop training manuals for the different identified needs	Training manuals	# of training manuals produced	Activity reports
	1.1.4 Identify and establish partnership with qualified resource persons to facilitate trainings	XX Resource Persons Prequalified	# of Resource Persons Prequalified	Resource person roster
	1.1.5 Identify and recommend accredited catering /training institutions for members	No of training institutions identified and recommended to members	# of training institutions identified and recommended to members	List of recommended training institutions
	1.1.6 Conduct on-job trainings for member's staff in core areas like customer care	XX hotel workers trained on different areas	# of hotel workers trained on different areas by gender	Training Reports
	1.1.7 Build the capacity of members in Hotel Business management best practices including promoting automation and computerization of hotel management systems	XX Hotel leaders trained	# of Hotel leaders trained	Training reports
	1.1.8 Maintain a data base of qualified staff for the hotelier	A database of hotel workers maintained at UHOA	# of hotel workers in the database by different fields/gender	Database in soft form and online
	1.1.9 Supporting members on recruitment of staff	XX hotels supported on recruiting staff	# of hotels supported on recruiting staff	Recruitment report
	1.2 Organizing and lobbying for study tours, visits and marketing tours (capacity building)			
	1.2.1 Organise study tours and learning visits for members	XX study tours organised	# of study tours organised	Study tour reports
	1.2.2 Develop and implement an exchange programmes of members staff within UHOA and with regional partners	XX exchange programmes undertaken	# of staff participating in exchange programmes	Exchange programme visit reports
	1.2.3 Identify opportunities and funding for member's participation in marketing tours/ exhibitions to regional & international events	XX marketing opportunities identified	# of marketing opportunities identified	Activity reports
	1.3 Preparing members for grading and classification and having a pool of internal assessors			
	1.3.1 Hold regional sensitization workshops (Regional level)	20 sensitisation workshops organised	# of sensitisation workshops organised	Sensitisation workshop reports
	1.3.2 Sharing grading criteria and marking schemes for self-assessment and preparation	All UHOA Members received grading criteria and marking schemes	# of UHOA Members that have received grading criteria and marking schemes	Distribution lists and acknowledgments
	1.3.3 Identify and training key hotel staff to carry out self-assessments	XX resources persons training in hotel grading self-assessment	# of resources persons in hotel grading self-assessment identified	Roster of assessors
	1.3.4 Lobby for set-up of an arbitration panel to handle any complaints from the grading and classification exercise	Arbitration panel set up and number of cases/complaints handled	# of number of cases/complaints handled by Arbitration panel	Arbitration result reports
	1.3.5 Partnering with UTB to sensitise members on hotel standards and promote their standards	Partnership meeting held with UTB on hotel standards	# of meeting held in partnership with UTB on hotel standards	Meeting minutes/reports

Results	Strategic Objectives	Strategic Actions	Outputs	Monitoring Indicator	Means of verification
1. UHOA members offer quality services 2. Improved hotel occupancy rates 3. Enabling environment for the hotel industry in Uganda 4. Strengthened institutional capacity of UHOA to deliver its mandate	Strategic Objectives	1.3.6 Develop standard operating procedures and promote their adoption/customization by members depending on their grading	Standard hotel operating procedures developed	Standard hotel operating procedures in place	UHOA Manuals list
		1.4 Supporting members to benchmark their facilities and services. 1.4.1 Develop and adopt a framework for benchmarking within UHOA members as well as hotels in the EAC region 1.4.2 Create partnerships and organize benchmarking visits with like-minded members 1.4.3 Participate in Regional Hotel Conferences for learning purposes	Benchmarking framework for UHOA developed At least two hotel level association partnership secured 10 conferences attended	Benchmarking framework for UHOA in place # of hotel level association partnership secured # of regional hotel conferences attended for learning purposes	Activity reports MoUs signed between UHO and other Associations Conference reports
Objective 2: To assist members improve their occupancy rates	Strategic Objectives	2.1 Support marketing and promotional programmes 2.1.1 Participate in tourism expos and exhibitions to market UHOA members 2.1.2 Setup an interactive Common web portal 2.1.3 Publish a UHOA quarterly magazine 2.1.4 Lobby for MICE events including establishment of a Convention Centres 2.1.5 Support members adopt flexible room ratings by adopting promotional and seasonal ratings through regular(monthly/quarterly) updates on market outlook 2.1.6 Promote domestic tourism by promoting proper costing and pricing of hotel services 2.1.7 Conduct/participate in seasonal campaigns (Christmas, Easter, holiday and off season campaigns 2.1.8 Regular collection of data on occupancy and hotel utilization rates 2.1.9 Engage in media campaigns on the importance of using UHOA member hotels 2.2 Reduce the Cost of Business operations 2.2.2 Promote the adoption of energy saving and alternative sources of energy 2.3 Improve financial intermediary issues 2.3.1 Promote joint e-commerce platforms including visa, booking.com 2.3.2 Promote the use of electronic payments system by members e.g mobile money 2.3.3 Partner with financial institutions for flexible products and services for members 2.3.4 Develop and implement a UHOA Hotel Payment system 2.4 Provide Business advisory services	At least XXX UHOA members participate in 10 tourism expos and exhibition One interactive Common web portal 20 UHOA quarterly magazine published 25 MICE events secured 20 quarterly market updates provided 15 national domestic tourism campaigns organised 15 seasonal and off-season campaigns carried out 20 quarterly hotel utilisation surveys conducted 10 pull-outs in local news papers Guidelines on energy saving and alternative energy sources produced 50% of UHOA members adopted e-commerce platforms 100% of UHOA members adopt electronic payment systems Sign MoU with at least 2 banks with flexible products UHOA Hotel Payment system developed	# of UHOA members participating in/ # of tourism expos and exhibition participate in # of interactive Common web portal # of UHOA quarterly magazine published # of MICE events secured # of quarterly market updates provided # of national domestic tourism campaigns organised # of seasonal and off-season campaigns carried out # of quarterly hotel utilisation surveys conducted # of pull-outs in local news papers Guidelines on energy saving and alternative energy sources produced % of UHOA members adopted e-commerce platforms % of UHOA members adopt electronic payment systems # of MoU signed with at least 2 banks with flexible products UHOA Hotel Payment system in place	Tourism expos and exhibitions reports Homepage Published newsletters and report Activity reports Market update reports Activity reports Activity reports Survey reports Newspapers UHOA Publication records Survey reports Survey reports UHOA legal document records UHOA Payment system report

Results	Strategic Actions	Outputs	Monitoring Indicator	Means of verification
1. UHOA members offer quality services 2. Improved hotel occupancy rates 3. Enabling environment for the hotel industry in Uganda 4. Strengthened institutional capacity of UHOA to deliver its mandate	2.4.1 Support members to develop flexible market products like long stay accommodation facilities 2.4.2 Share market research of trends and opportunities e.g the number of upcoming conferences 2.4.3 Promote peer review/twinning programmes among members 2.4.4 Promote sharing business opportunities among members (spill overs) 2.4.5 Build the capacity of members in costing and pricing their services to remain competitive 2.4.6 Provide linkage between Business Development Service providers (Consultants) and UHOA members for discounted services 2.5 Increasing visibility of members through online marketing 2.5.1 Updating UHOA website to be more active and interactive 2.5.2 Rebranding of UHOA logo and websites 2.5.3 Initiating robust media campaigns to market UHOA members in the general public, Government agencies and Corporate companies 3.1. Develop an advocacy strategy to guide UHOA Advocacy Agenda 3.2 Lobby and advocate for: Favourable tax policy, low interest rates, low rates for utility rates, capacity building support to hoteliers, for inclusive opportunities for all accommodation facilities, collection of updated statistics on hotel industry Establish partnerships with strategic public institutions (CAA, UWEK, UTB, UWA, PSEU, UMA, UCCI, KACITA). 3.3 Disseminate update information on incentives and any other privileges by the Government that can be beneficial to the hotel industry 3.4 Conduct Research on advocacy issues and develop positions for the industry 3.5 Participate in annual presidential investors round table and other dialogue frameworks with the Government	Flexible market products developed and adopted by UHOA Members 60 monthly market updates produced to members 10% of UHOA members twinned 20% of UHOA members share business opportunities Four Regional Workshops held on costing and pricing services 10% of UHOA members linked with BDS providers UHOA website updated 60 times (monthly basis) UHOA logo and website rebranded Conduct 10 media marketing campaigns for UHOA members One advocacy strategy developed and update annually Participate in at least 20 dialogues and meetings with key Government departments on policy issues affecting members Have formal partnerships with at least 8 key institutions Five annual updates provided on available incentives to all members 5 researches conducted on critical issues affecting Hotel Industry Five annual PIRT Events attended	# of flexible market products developed and adopted by UHOA Members # of monthly market updates produced to members % of UHOA members twinned % of UHOA members share business opportunities # of Regional Workshops held on costing and pricing services % of UHOA members linked with BDS providers # of times UHOA website is updated UHOA logo and website rebranded # of media marketing campaigns for UHOA members conducted # of advocacy meetings/events attended # of formal partnerships established with key institutions # of annual updates provided on available incentives to all members # of research publications # 0 annual PIRT Events attended	UHOA product development report Market updates/reports UHOA Member twinning reports Survey reports Training reports Survey reports/BDS reports Website update reports UHOA CEO report or contract for the designer Marketing campaign reports Advocacy meeting reports MOU documents or certificates Newsletters and annual report UHOA publication List PIRT Participation Reports
Objective 3: Lobby and Advocate for an enabling environment for the hotel industry				

Strategic Plan 2017 - 2021

Results	Strategic Objectives	Strategic Actions	Outputs	Monitoring Indicator	Means of verification
1. UHOA members offer quality services 2. Improved hotel occupancy rates 3. Enabling environment for the hotel industry in Uganda 4. Strengthened institutional capacity of UHOA to deliver its mandate					
		4.5.1 Automate UHOA Accounts	Automated UHOA accounts fully operational	Automated UHOA accounts fully operational in place	Financial reports
		4.5.2 Develop a manual and ToR for the UHOA Board	UHOA Board manual and ToR development	UHOA Board manual and ToR in place	UHOA manuals
		4.5.3 Conduct annual audits	Five annual audits conducted	# of annual audits conducted	Audit reports
		4.5.4 Hold Annual General Meetings	Five AGMs held	Five AGMs held	AGM Minutes
		4.5.5 Develop a sustainability strategy for UHOA	UHOA Sustainability strategy developed	UHOA sustainability strategy in place	Progress reports
		4.5.6 Conduct governance training for the board	Five Governance trainings held for UHOA Board	# of Board of Directors trainings held	Training reports
		4.5.7 Developing annual operational plans	Five annual operational plans developed and approved by Board	# of approved annual operational plans	Board Minutes
		4.5.8 Conducting Strategic plan reviews	Five annual strategic plan reviews reports produced	# of annual review reports produced	UHOA Publication List
		4.5.9. Conduct end of strategic plan evaluation	End of strategic plan/UHOA Institutional Review report	UHOA Strategic plan or institutional review report in place	UHOA Publication List
		4.5.10. Develop a monitoring and evaluation system for UHOA Strategic plan	UHOA M&E System developed	UHOA M&E System in place	Activity report
		4.5.11. Conduct a baseline survey for the benchmarking the strategic plan performance	UHOA Baseline survey conducted on all result indicators	UHOA baseline survey report	UHOA Publication List

APPENDIX 2: UHOA DETAILED BUDGET

Object/Strategic Actions	Year1				Year2				Year3				Year4				Year5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1: To build the capacity of members to offer quality services	28,000,000	24,000,000	42,500,000	26,000,000	21,000,000	33,000,000	40,000,000	33,000,000	21,000,000	33,000,000	40,000,000	33,000,000	21,000,000	33,000,000	40,000,000	33,000,000	21,000,000	33,000,000	40,000,000	33,000,000
1.1 Training of members in core areas of the hotel industry	18,000,000	1,000,000	10,500,000	10,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000
1.1.1 Conduct a training needs assessment among UHOA Members	18,000,000																			
1.1.2 Develop a training programme/capacity building plan/strategy for UHOA Members		1,000,000																		
1.1.3 Develop training manuals for the different identified needs			10,000,000																	
1.1.4 Identify and establish partnership with qualified resource persons to facilitate trainings			500,000																	
1.1.5 Identify and recommend accredited catering/training institutions for members																				
1.1.6 Conduct on-job trainings for members' staff in core areas like customer care					15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
1.1.7 Build the capacity of members in Hotel Business management best practices including promoting automation and computerization of hotel management systems					2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
1.1.8 Maintain a data base of qualified staff for the hotelier	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1.9 Supporting members on recruitment of staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2 Organizing and lobbying for study tours, visits and marketing tours (Capacity building)	-	3,000,000	8,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
1.2.1 Organise study tours and learning visits for members			5,000,000																	
1.2.2 Develop and implement an exchange programmes of members staff within UHOA and with regional partners		3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
1.2.3 Identify opportunities and funding for members' participation in marketing tours/exhibitions to regional & international events	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.3 Preparing members for grading and classification and having a pool of internal assessors	10,000,000	20,000,000	20,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
1.3.1 Hold regional sensitization workshops (regional level)		10,000,000				10,000,000														
1.3.2 Sharing grading criteria and marking schemes for self-assessment and preparation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.3.3 Identify and training key hotel staff to carry out self-assessments			10,000,000																	
1.3.4 Lobby for set-up of an arbitration panel to handle any complaints from the grading and classification exercise	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.3.5 Partnering with UTB to sensitize members on hotel standards and promote their standards				10,000,000																
1.3.6 Develop standard operating procedures and promote their adoption/customization by members depending on their grading facilities and services	10,000,000	10,000,000	10,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
1.4 Supporting members to benchmark their facilities and services	-	-	4,000,000	2,000,000	-	2,000,000	4,000,000	2,000,000	-	2,000,000	4,000,000	2,000,000	-	2,000,000	4,000,000	2,000,000	-	2,000,000	4,000,000	2,000,000
1.4.1 Develop and adopt a framework for benchmarking within UHOA members as well as hotels in the EAC region																				
1.4.2 Create partnerships and organize benchmarking visits with like-minded members				2,000,000		2,000,000														
1.4.3 Participate in Regional Hotel Conferences for learning purposes			4,000,000																	
Objective 2: To assist members improve their occupancy rates	70,100,000	75,100,000	68,100,000	50,100,000	102,800,000	82,800,000	82,800,000	82,800,000	93,800,000	73,800,000	73,800,000	73,800,000	93,800,000	73,800,000	73,800,000	73,800,000	93,800,000	73,800,000	73,800,000	73,800,000
2.1 Support marketing and promotional programmes	24,000,000	24,000,000	30,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000

35