structures; lack of organizational policies and procedures; poor fundraising; low visibility; lack of monitoring mechanism for boards; no alignment between members needs and services offered; no human resources management systems; weak relations with partners; no annual work plans; poor outreach to members; and poor advocacy. The Uganda Tourism Association (UTA)has since prepared a five year strategic plan (2014-2019) as part of the strategy to strengthen capacities to effectively deliver on its mandate and make a meaningful contribution to the development of the tourism industry in Uganda. UTA strategic plan presents 5 intervention areas; (1) Build capacity of UTA (2) Intermediate and reduce obstacles to tourism development and investment (3) Facilitate development of new tourism products and marketing (4) Human resource capacity/skills development (5) Standards harmonisation and quality control in tourism private sector operations.

The Uganda Safari Guides Association (USAGA) is a member of UTA and therefore a benefactor to the outcomes of UTA's strategic interventions. Tour/Safari guiding is a growing subsector in the tourism industry, and the significance and contribution to the delivery of quality and sustainable tourism is increasingly appreciated by the stakeholders. It is estimated that a tourist spends about 80% of their time with a tour guide (USAGA Reports), making the guide a critical element of the tourism value chain. The Tour Guide is therefore strategically positioned to support policy and business development by identifying opportunities to improve or develop tourism products, and also communicate issues of strategic and policy significance to other stakeholders in the value chain.

The USAGA strategic plan preparation is guided and informed by the UTA policy and study outputs, and resourced with information generated from an organisational self-capacity assessment, a member needs satisfaction survey, and participant input at a participatory planning workshop facilitated by the consultant.

2.0 USAGA'S ORGANISATIONAL CAPACITY ASSESSMENT

USAGA undertook a one day participatory organisational capacity self-assessment by its Executive Committee members. This was a one day workshop where the participants analysed the organisation's capacity to meet and respond to the competitive demands and expectations of the tourism industry, and also had the opportunity to share and exchange information on key industry trends and challenges, and developments within USAGA. The self-assessment was based on the Organisational Capacity Assessment (OCA) tool, and focused on 6 broad thematic areas; Governance and legal structure, Administration, Human Resources, Financial Management, Organisational Management, and Project Performance Management. The organisational assessment was complemented with a Member Satisfaction Survey, with the sample population of 10% of the USAGA membership. The main findings from the OCA and MSS are summarized below.

Thematic Area	Issue	Proposed intervention
1. Governance and legal status	o Vague understanding of the vision/ mission statements; o Board meetings - irregular, poorly attended, not well documented; o Board members without a good understanding of their role and responsibilities; o Prolonged leadership change	• Establish a secretariat structure/ organogram with CEO; • Train board on governance, operations, and change management; • Leadership change (47.8% MSS) • Board Manual to guide operations of the board; • Branding strategy to enhance members' understanding of the vision/mission, and diversify its use/application in setting priorities of the organisation.
2. Administration	o No administrative procedures / systems in place. o Members database information not updated regularly	• Administrative manual to guide the organization's operations; • Train staff on the administrative manual; • Information system to compile and periodically update the information generated.

Thematic Area	Issue	Proposed intervention
3. Human Resource Management	o No human resource structure in place, staffing needs and levels unknown, and no staffing plan o No personnel policies related to salary structure and benefits o No mechanisms to periodically review and assess staff performance o Low staffing levels for trainers o Trainers not integrated in organisation's staff structure o USAGA volunteer programme idea floated but never concluded.	• Conduct HR needs assessment and define the job structure; • Prepare HR policies and procedures; • Develop a salary structure and staff benefits manual; • Prepare job descriptions for all key positions, and staff performance indicators and appraisal mechanisms; • Conceptualise and develop the USAGA Volunteers programme
4. Financial Management	o No accounting and financial management procedures. o Capacities not adequate to generate the required finance documentation o No audited accounts o Limited knowledge and skills, and hard and software capacities o No formal master budget for its activities o Limited knowledge on donor financing regulations o Limited range and unreliable financing sources o Weak resource mobilisation capacities	• Prepare a Finance management manual • Finalise the finance strategy and include resource mobilisation; • Improve/upgrade systems (hard/software) e.g computers and trainings; • Recruit a finance assistant to support finance management ; • Compliance to finance reporting obligations e.g audits; • Training for finance committee and staff on finance procedures, planning/budgeting, resource mobilisation, documentation, reporting, etc

5. Organisational Management	o No updated strategic plan
	o Training programme is not well structured as a mainstream component of the organisation's activities
	o Website not updated regularly and managed by a volunteer
	o Monthly refreshers inconsistent, and not documented
	o Publications inaccessible (no library, nor system to review and address information/knowledge needs
	o No structured system for internal communication
	o No communication and knowledge management strategy
	o No stakeholder engagement strategy
	o No procedures for decision making for operational activities
		• Update/prepare a Strategic Plan and generate annual Operational Plans;
		• Improve Training programme, e.g
		  - *broaden content to cover butterflies, trees, birds, defensive driving/road tips, etc,*
		  - *increase number of trainers,*
		  - *review the cost structure,*
		  - *widen the trainee categories to include hoteliers.*
		• Prepare a stakeholder engagement strategy that also addresses lobby and advocacy issues;
		• Prepare a communication and knowledge management strategy addressing internal and external communication issues, knowledge exchange and learning.
		• Highly prioritised is website update (37.5% MSS), while other activities proposed include to promote use of emails, monthly updates (newsletter), monthly refreshing sessions and establish a library for members.

Thematic Area	Issue	Proposed intervention
6. Project Performance Management	o no formal system to monitor and document progress and results from implementation of the organisations' activities o no documented procedures or standards for the trainings o lacks the capacity and support to effectively adopt and implement the standards o no mechanisms nor capacity to monitor and evaluate the quality of service delivered to members o no system or procedures to review and generate feedback on its activities such as member trainings o no M&E plan exists, no reports ever generated, and no staff assigned for M&E responsibilities	• Lobby UTA to develop standards for safari guiding and related services; • Develop standards for the USAGA training activity, with clear procedures for implementation and enforcement; • Prepare an M&E plan for USAGA activities and recruit/assign a coordinator to implement the plan.

USAGA governance structure is well defined and responsive to the needs of its members through the different committee structures. Capacity issues however do manifest at board and secretariat level, and these need to be addressed through training for the board on roles and responsibilities, and creating a robust secretariat. Leadership issues were brought to light, and it is important that change management aspects are also addressed in the training for the board.

Administrative systems including HR and finance management are poorly defined or lacking in some cases, while key staffing positions such as the CEO and finance assistant are not filled. It is important to reduce on the board's involvement in administrative responsibilities, streamline both administrative and financial management operations, and improve compliance to finance reporting requirements and tax regulations.

The lack of an organisational management structure in terms of planning, execution and monitoring is a major limitation to USAGA's capacity to deliver on its mandate and member expectations. Member expectations remain largely unmet (48.9%), and trainings are a key component of this. The training programme is largely unstructured and there is need to review and improve the programme to respond to both members and the public expectations. Standardisation of the training, materials development, are key elements to address in the training reforms. Inadequate financial resources continue to cripple the organisation in terms of addressing immediate needs, and future planning processes. Identifying and building sustainable sources of financing is therefore of paramount importance to USAGA.

The organisation's external relations was said to have improved considerably over the past decade, attributed mainly to the strong advocacy sustained by the Board over the period. Sustaining the advocacy agenda remains important as well as creating strategic relationships to support the organisation's broader agenda such as resource mobilisation.

SWOT ANALYSIS BY USAGA MEMBERS AND PARTNERS

3.0

A participatory SWOT (Strengths Weaknesses Opportunities and Threats) Analysis of USAGA was conducted during the strategic planning process, aimed at identifying the causes of success and failure, and to enable prescription of measures to address challenges.

3.1 Strengths

- USAGA is the only recognised organization that brings together safari guides (drivers and guides) in Uganda.
- Committed and dynamic Executive Committee members;
- Experience and wealth of knowledge/information in possession by members about the tourism industry, and in particular the guiding activity;
- Members are continually skilling (training, excursions, etc.), and obtaining qualifications in tourism;
- Good relations with government and other stakeholders in the tourism industry, and a good national image;
- Growing numbers of educated members (graduates attracted to guiding for a livelihood);
- Passionate and motivated members;
- Large membership;
- Diverse skills, specialized product knowledge and development;
- Identity and proper branding of USAGA (uniform and IDs, website)
- Recognised professional training programme for members;
- Active networking among members on social network; and
- Coordination point/office in place.

3.2 Weaknesses

- Lack of commitment and dedication among some of its current members (i.e absenteeism from meetings and activities of the association, poor payment of dues/fees, etc);
- Low financial resource base and inadequate funding for core activities and to procure critical assets such as furniture and equipment. The association also depends on a few partners and donors to resource its activities;
- Inadequate office space, and poorly equipped;
- Weak secretariat and under staffed, and relies on volunteer input from some members for the discharge of its activities, including the Executive who already have other obligations;

- Low level of professionalism in the industry i.e. number of trained/professional guides, and this affects the quality of guiding services as the demand outstrips supply of professional guides;
- Lack of formalized relations with strategic partners and stakeholders and this limits effective engagement for the benefit of USAGA;
- USAGA training programme does not meet international standards – characterised with inadequate pool of trainers, lack of a well-defined curriculum, inconsistency in scheduling training activities, lack of a resource centre and inadequate training manuals, etc;
- Activities not regularly documented and no mechanisms in place for feedback from activities or training performance, while members do not keep the secretariat informed of their activities and field experiences;
- No clear procedures of accounting and financial management (audited books and internal controls) and inadequate knowledge of legal obligations e.g tax obligations, and annual returns by Uganda Registration Services Bureau (URSB);
- Inferiority complex of some members (limited exposure) in relating with external partners and the public; and
- No price structure for guiding services in the industry.

3.3 Opportunities

- Government prioritization of tourism among the top three exports, and increasing government support and recognition of USAGA in key policy frameworks e.g. Tourism Master Plan and Tourism Act;
- Increased donor interest and support to tourism activities;
- Licensing of guides by UTB allows increased visibility of the industry and an opportunity to regulate the sub sector;
- Growing number of corporate membership following USAGA's diversification of membership that allows for a diverse categories of member activities;
- USAGA's membership to UTA provides opportunities to benefit from the development support offered by Government and development partners;
- USAGA is the only recognized guides association in the country
- Regionalisation process with enabling policies and processes e.g. EAC's Borderless Borders policy, UTA's participation at the EA Tourism Platform;
- Opportunities for guides to actively engage in research activities and produce publications on wildlife and tourism products and services;
- Diverse tourism products (offer jobs for guides);
- Growing appreciation of conservation among young people in communities (potential membership, tourists, etc.);
- Improvements in infrastructure (roads, hotel/accommodation) and new tourist destinations ;
- Political stability;

- Media publicity (positive);
- Growing numbers of graduates in related fields (tourism, natural resources conservation, business development, etc.);
- A young and growing industry (tourism);
- Collaboration with other associations e.g. UCOTA, UHOA, TUGATA, etc...;
- Changing trends in technology and favouring tourism development e.g. virtual tourism.

3.4 Threats

- Industry competition in the region with very strong and professional associations in Kenya and Tanzania;
- Non-USAGA members offering unprofessional and cheap guiding services;
- The inconsistent tourist inflows affecting guides income with some contracted only during the tourist season by tour operators;
- Unregulated wages by tour operators which compromises the quality of guiding services;
- Weak enforcement of policies/laws;
- Media propaganda (negative);
- Pockets of security threats in the country and the region;
- Changing trends in technology and failure to cope with the rate;
- Borderless borders policy encouraging inflows of guides from neighbouring countries.

Summary of emerging strategic areas

1. The growing industry and opportunities therein, and the need to strengthen capacities within USAGA to take advantage of these opportunities (local, regional and global) e.g. policy recognition, regionalisation process and opportunities for the tourism sector, and global developments such as virtual tourism and cultural tourism;
2. Goodwill among stakeholders to support USAGA including Government and donors;
3. Opportunities to grow membership and build capacity to respond to the immense opportunities;
4. Weak secretariat unable to effectively respond to member demands and needs, and industry opportunities;
5. USAGA training programme is the organisation's unique selling point and its important that this is redefined to respond to the growing demands of the USAGA membership, and the industry.

The three key intervention areas that emerge include; (i) capacity building for the membership, (ii) USAGA Secretariat strengthening, and (ii) To build and sustain networks and partnerships to support USAGA's development agenda.

4.0 ORGANISATIONAL STRATEGY TO PROMOTE GUIDES IN UGANDA.

4.1 USAGA's Vision, Mission and Core Values

Vision:

The vision of USAGA is "To be the leading professional safari guides in Africa"

Mission:

The above vision is translated into the following mission statement "To empower members with skills and knowledge through trainings to become professional safari guides to contribute to sustainable tourism development and advocate for a better working environment with the stakeholders especially UTA members and other government agencies".

Core Values:

- *We will be known for our **integrity** by acting consistently with our mission and being honest in what we do.*
- *We are committed to delivering **professional quality services** in an ethical manner.*
- *We will **work with others** to promote community conservation and sustainable tourism*

4.2 USAGA's Goal, Results, Objectives and Activities

This section articulates USAGA's programme to address professionalism among safari guides in Uganda, outlining the goal, strategic results, objectives and the activities. An implementation schedule for the activities is provided over the 5 year period, while a logical relationship between the intervention areas is attached as Annex 1 in form of a Logical Framework. This section also elaborates the monitoring and evaluation framework, while the corresponding monitoring and evaluation indicators, means of verification and the expected threats and assumptions are summarised in the Logical Framework provided.

4.2.1 Goal of USAGA

A strong association, able to effectively contribute and professionalize safari guiding services in Uganda.

4.2.2 Strategic Results of USAGA

i) Build and strengthen the capacity of USAGA members to provide safari guiding services in Uganda.
ii) Strengthen USAGA Secretariat to effectively respond and serve member needs, and also deliver on its mandate.
iii) Develop and sustain stakeholder networks/partnerships in order to support the USAGA advocacy agenda and implementation of the strategic plan.

4.2.3 Objectives of USAGA

In line with the objectives of the association as laid down in its Memorandum and Articles of Association, and taking into account priority areas identified in the strategic planning process, the following objectives will be pursued in this plan.

OBJECTIVE 1: Build and strengthen the capacity of USAGA members to provide safari guiding services in Uganda: Training and improved access to knowledge and information will constitute the main tools for capacity building for USAGA members. Training diversification to address the training needs identified by members e.g. client/customer care, defensive safari driving, international/foreign languages (French German, Spanish, Chinese, etc.), additional species such as butterflies, etc., and also to adapt the curriculum to the broader and emerging issues in the tourism industry e.g. internet based tourism packages, young tourists, training for non-guiding fraternity, etc. This process will entail the review of the training programme and curriculum and material development. Trainers will be identified and trained on the delivery of the curriculum (includes both USAGA and non USAGA members). Training activities will target USAGA members and non USAGA members in the tourism industry (e.g. hoteliers), based on a tailored training package for each group of trainees. USAGA members will also participate in learning and field exchange programmes to build knowledge and skills. A Resource Centre will be established for USAGA and equipped with hard and soft copy publications, and provided with the required infrastructure (furniture, computers, printers, internet, etc.). The centre will also serve to support the training programme by providing training materials and information required by trainees during and post training activities.

Expected outputs:

1.1 Updated USAGA Training Programme (curriculum review, and training manuals/ materials development);

1.2 Training activities including Training of Trainers, and trainings for USAGA members and non-members;

1.3 USAGA Members learning and exchange programmes including familiarisation trips and excursions.

1.4 Resource Centre establishment for information and knowledge management.

OBJECTIVE 2: Strengthen USAGA Secretariat to effectively respond and serve member needs, and also deliver on its mandate: The focus will be on strengthening internal processes including streamlining and improving administrative and operational processes (manuals and guides). Human resource inadequacies will be addressed with improvement in staffing for key positions identified during the strategic planning process, and also operationalize a volunteer's programme already conceptualised by USAGA. Training for staff and board members will be undertaken, on the operational manuals developed, and also on key aspects of organisational management. A mechanism for activity reporting, monitoring/evaluation and member feedback will be elaborated to document and track implementation of the USAGA work plan, and also measure performance based on agreed targets. The secretariat will also be equipped with the required office infrastructure and equipment (furniture, IT infrastructure, vehicle, etc.), and office expansion needs also addressed with acquisition of additional office space. The USAGA secretariat will be allocation of a dedicated budget for its core operations, complementing the existing resource envelope.

Expected outputs:

2.1 Office manuals – operational and financial manuals
2.2 Staffing improvements (recruitment and volunteers programme)
2.3 Training activities (staff and board members)
2.4 Office equipped (furnishings, IT equipment, vehicle, etc.)
2.5 Additional office space acquired
2.6 Operational budget provided

OBJECTIVE 3: Develop and sustain stakeholder networks/partnerships in order to support the USAGA advocacy agenda and implementation of the strategic plan: This objective focuses on USAGA's external audience and stakeholders, and primarily aims to influence policy, and support implementation of USAGA strategic plan. Three areas of intervention are anticipated; Stakeholder engagement, communication and branding, and research and publications.

- **Stakeholder engagement** will be at multi-governance level (national, regional and global levels), and prospective stakeholders will be identified and their interests analysed in light of USAGA's strategic priorities and interests. For example improving the USAGA training programme calls for local and global partnerships, and engaging with the Uganda Curriculum Development Centre and the Field Guides Association of Southern Africa (FGASA) would then be appropriate. Other activities foreseen to facilitate stakeholder engagement will include visiting missions, periodic meetings, participation at partners meetings, and joint activities including project development and implementation in areas of common interest.

- **Communication and awareness** is a key element in external engagement processes, a communication and corporate branding strategy/guidelines will be developed to facilitate this process. Website improvements, communication and branding products such as calendars, newsletters, etc. will be developed.

- **Research and publications** will entail collaborative research in areas of common interest with partners, and product development research. USAGA members will be introduced to field research skills and networks, and supported to develop research partnerships and formal collaborative arrangements. Common use field equipment including cameras, GPS, binoculars, etc. will be procured by USAGA for use by members. USAGA will also facilitate the production of a Field Year Book annually.

Expected outputs:

3.1 Stakeholder engagement strategy/guidelines and MoUs
3.2 Mission visits and participation in partner activities
3.3 Joint activity implementation e.g. projects, trainings, conferences, etc.
3.4 Communication and branding products (website upgrade, stickers, calendars, publications, etc.)
3.5 Research development programme including skills development for members and facilitating research collaboration with partners, publications, and acquisition of field equipment.

4.2.4 Activities for USAGA

In line with objective 1 - *Build and strengthen the capacity of USAGA members to provide safari guiding services, the following activities will be implemented:*

i)   **The USAGA Training Programme** will be reviewed for purposes of benchmarking with best practice, and also respond to members training needs and industry trends and developments. Two key activities are envisaged, including a review of the current curriculum in light of the desired knowledge and skills development outcomes for the members and other target groups such as the hoteliers. The training programme shall also aim to generate resources to support USAGA's operational budget and activities, and this explains the training that will be extended to the external stakeholders. Training manuals and materials will also be developed based on the revised curriculum, and a consultant shall be outsourced to support this activity. Learning missions are also anticipated to training institutions of best practice such as the Field Guides Association of Southern Africa (FGASA). The curriculum will be launched by USAGA;

ii) **Training activities:** Trainers will be identified and trained as Trainers on the delivery of the new curriculum. Targeted for the training is selected USAGA membership, and resourceful individuals in the tourism industry. A total of 2 ToTs will be conducted, and 50 trainers trained in the planning period. Trainings will be conducted over the planning period, with the first year trainings based on the current curriculum, while the subsequent years will be based on the revised curriculum. The following categories of trainings will be conducted over the period; General, Specialised, Refresher, and Grade based trainings, and an average of 10 trainings every year, to benefit at least 200 persons annually.

iii) **USAGA Members learning and exchange programmes** will be organised by the secretariat in form of familiarisation trips and excursions. This activity has been on-going, and is intended to get members acquainted with new tourist sites and destinations. The activity is co-financed by the members, and an average of 8 activities will be organised by the secretariat annually.

iv) **A USAGA Resource Centre** will be established to provide information and knowledge on key developments in the industry. The centre will also support knowledge management activities by documenting and archiving information on USAGA activities, and also support the Training Programme activities. The centre shall be equipped with infrastructure (computers) and publications, and continually restocked with new and donated publications.

In line with objective 2 - *To strengthen USAGA Secretariat, the following activities will be implemented:*

i) **USAGA operational and financial management manuals:** Three manuals will be developed to guide operational and board activities and these include; (a) Operational manual on day to day administrative activities, and human resources management (b) Finance manual based on existing draft, and (c) Board manual; a consultant will be contracted to develop the different manuals, work closely with the secretariat administration and Executive Committee. The manuals will be printed and published, and distributed to staff and members of the Executive Committee.

ii) **Staffing improvements:** A staffing structure was defined during the strategic planning process, with a staffing level of 5 persons. USAGA will schedule the recruitment of the requisite staff guided by the HR manual developed under item 'i' above, and also prepare detailed job descriptions for the staffing positions defined. USAGA has also conceptualised a volunteer's programme to support the association's staffing needs. The programme will be elaborated with the support of a consultant, defining the staffing need areas and potential sources for the volunteers (students, foreign attachments, government workers, companies, etc.). The job descriptions, duration of attachment, and conditions of engagement will also be elaborated.

iii) **Training activities for staff and board members:** Training on the application of the operational and finance manuals developed under 'i' will be required to build capacities of staff and board members to adopt and apply the manuals. Continuous learning mechanisms will be integrated to support skills development for staff and the board in key areas of organisational management such as membership development, resource mobilisation, partnerships development and networking, etc. At least 2trainings for staff and board members will be conducted annually, and resource persons will be identified to facilitate the training sessions.

iv) **Procurement of office equipment:** A list of office equipment needed to support the functioning of the secretariat was generated at the strategic planning workshop, and this includes; computers, multi-purpose printer, furniture, a vehicle, etc. The procurement of the equipment will be scheduled and guided by the operational manual, and where necessary training conducted for staff on the use of the equipment acquired by USAGA.

v) **Acquire additional office space:** The current office space occupied by the secretariat is very limited, and additional space will be sought, bearing in mind the need to also create a resource centre *(Objective 1, sub section iv)*.

In line with Objective 3 - *Develop and sustain stakeholder networks/partnerships to support the USAGA advocacy agenda and implementation of the strategic plan. USAGA will implement the following:*

i) **Stakeholder engagement:** USAGA will conduct a stakeholder mapping exercise that will inform the preparation of a stakeholder engagement strategy. The activity will be outsourced to a consultant, and the areas of engagement will cover policy and advocacy, strategy implementation support, research activities, and general tourism development activities.

ii) **Mission visits and participation in partner activities:** Informed by the engagement strategy, USAGA will participate in at least 4 activities every year. The activities will range from conferences and meetings, to training activities.

iii) **Joint activity implementation:** USAGA will identify activities of common interest with stakeholders (e.g. projects, trainings, conferences, etc.), and using internal resources, participate in the planning and implementation of the agreed activity. MoUs will be signed and implemented, and where co-financing is required for joint activities, USAGA Executive Committee will be guided by the finance manual developed under Objective 2, Activity 'i', regarding the amount and nature of co-financing to be provided.

iv) **Mobilise partners to finance USAGA priorities:** A resource mobilisation strategy will be developed to guide finance mobilisation from donors, government and internally generated resources.

v) **Communication and corporate branding:** USAGA has already developed brand identity, and this will be improved and sustained over the planning period. A communication strategy will be developed to guide this process, and key among the outputs is the website upgrade, stickers, calendars, publications, periodic newsletter, awareness events, etc. A budget will be allocated annually towards communication and branding, and a staff dedicated to coordinating implementation of the strategy in close cooperation with the Executive Committee.

vi) **Research development programme** will include skills development for members and facilitating research collaboration with partners, and acquisition of field equipment. USAGA will facilitate training for members in field research skills and writing technical reports, and this will be done in partnership with partner institutions identified. Opportunities for research collaboration will be explored by the secretariat, and members facilitated to engage in joint research activities. The secretariat will also procure field equipment to support field research activity, including binoculars, GPS equipment, cameras, etc., and produce field publications.

4.2.5 USAGA Annualized Work plan /Implementation schedule

Activity	2017	2018	2019	2020	2021
OBJECTIVE 1: Build and strengthen the capacity of USAGA members					
Review the current curriculum to respond to member needs and expectation, the industry trends, and also benchmark to international practice and develop training materials	●				
Launch curriculum, manuals and training materials		●			
Training for trainers and training for members and prospective members		●	●	●	●
Learning visits and exchange programme for the members including Familiarization Trips and Excursions	●	●	●	●	●
Establish a Resource Centre with procurement of equipment, furniture and publications	●				
Objective 2: Strengthen USAGA Secretariat					
Develop the operational manuals including the Board, Operational and Finance management manuals	●				
Prepare job descriptions and recruit staff in line with USAGA staffing structure	●	●	●		
Develop USAGA Volunteers Programme based on staffing needs and gaps, and recruit and place the volunteers		●	●	●	●
Train staff and Board members on application of the operational manuals and key management areas e.g. membership development, resource mobilization, partnerships development and networking, etc.		●			
Procure office equipment and acquire office space	●				
Objective 3: Develop and sustain stakeholder networks/partnerships					
Prepare and coordinate implementation of a stakeholder engagement strategy that covers participation in partner activities and joint activity implementation	●	●	●	●	●
Mobilize partners to resource the USAGA strategic priorities and prepare a resource mobilization plan to guide the activity		●	●	●	●
Prepare a Communication and Branding strategy and coordinate its implementation	●	●	●	●	●
Support members to participate in research activities to support industry development, conduct training on research skills development, procure field equipment to support research and documentation activities, and produce a Field Year Book annually.		●	●	●	●

5.0 ORGANISATIONAL STRUCTURE AND MANAGEMENT

USAGA has a secretariat, but this is understaffed and ill equipped to effectively implement the strategic plan. The Executive Committee has continued to play a key role in coordinating and supporting implementation of the secretariat activities, this however is outside its mandate, and it is therefore important that the rightful structure is defined and supported to carry out the USAGA mandate. Below is a description of the USAGA structure that also includes improvements suggested by members at the strategic planning workshop.

5.1 USAGA Members

These are subscribed members of USAGA. They are Uganda citizens above the age of 18 years being and working as tourist guides and employed in the service of the government, public corporation, parastatal body, local authority, non-governmental organization, and private touring and travel firms. Refer to Section 4-6 of the USAGA Constitution dealing with issues relating to membership to the association.

5.2 The Secretariat

This is the administrative arm of the USAGA. Its role will include formulating the annual work plans based on the strategic plan and ensuring that it is implemented. Other roles include coordinating membership, recruitment of members, information sharing with all stakeholders and providing logistical support to members. Staff at the secretariat is recruited by the Executive Committee and therefore the secretariat reports to the Executive Committee.

The Secretariat will have five staff members, the Administrator, Membership Officer, Research and Communication Officer, Accounting and Finance Assistant, and Administrative Assistant.

- The Administrator as the Head of the Secretariat is responsible for overall management and coordination of the secretariat, monitoring and reporting on USAGA accomplishments and activities. The Administrator reports to the Executive Committee.
- The Membership Officer is responsible for membership mobilisation and development activities, which also includes the planning and management of the Training Programme activities.
- Research and Communication Officer is responsible for planning and managing USAGA's external stakeholders and related communication and publicity activities. This involves defining stakeholder engagement modalities and facilitating the engagement processes. They will also be responsible for the research development agenda, including coordination of the research partnerships and networks.

- The Accounting and Finance Assistant will support the financial planning and management responsibilities, working closely with the Finance Committee.
- The Administrative Assistant will support office operations including documentation and filing.

5.3 The Annual General Assembly

Reference is made to the Articles of Association/USAGA Constitution. USAGA shall hold Annual General Meetings (AGM) comprised of members, Executive Committee, Secretariat and strategic partners between April and May of each year. At the AGM, the annual plan (narrative and financial), annual reports and audited financial statements shall be subjected for review and ideas for the way forward generated. Other detailed roles and regulations of the AGM are spelt out in USAGA Constitution.

5.4 USAGA Executive Committee

This is the management arm of USAGA. The Executive Committee (EC) comprises of 11 members with voting rights and 1 member without voting rights bringing the total to 12. Key offices on the Executive Committee are that of the Chairperson, Vice Chairperson, General Secretary, Vice Secretary, Treasurer and Chairpersons of the 4 sub committees. The Executive Committee determines the operational functioning of the secretariat and the strategic direction of USAGA. The composition, roles and regulations of the EC are spelt out in USAGA Constitution.

5.5 Governance and Management Organs of USAGA

The governance and management organs of USAGA comprise: the General Assembly as the supreme policy organ, an Executive Committee elected by the General Assembly as its management organ, and a Secretariat as its administrative organ.

Diagram showing USAGA Governance and Management Structure:

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                    ┌──────────────────┐
                    │      Annual      │
                    │ General Meeting  │
                    └──────────────────┘
                            │
                    ┌──────────────────┐
        ┌───────────│    Executive     │───────────┐
        │           │    Committee     │           │
        │           └──────────────────┘           │
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│  Committees  │            │             │  Committees  │
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  │  Membership  │ │ Research and │ │ Accounting and│
  │   Officer    │ │Communications│ │Finance Assistants│
  │              │ │   Officer    │ │              │
  └──────────────┘ └──────────────┘ └──────────────┘
                          ▼
                  ┌──────────────┐
                  │Administrative│
                  │  Assistant   │
                  └──────────────┘
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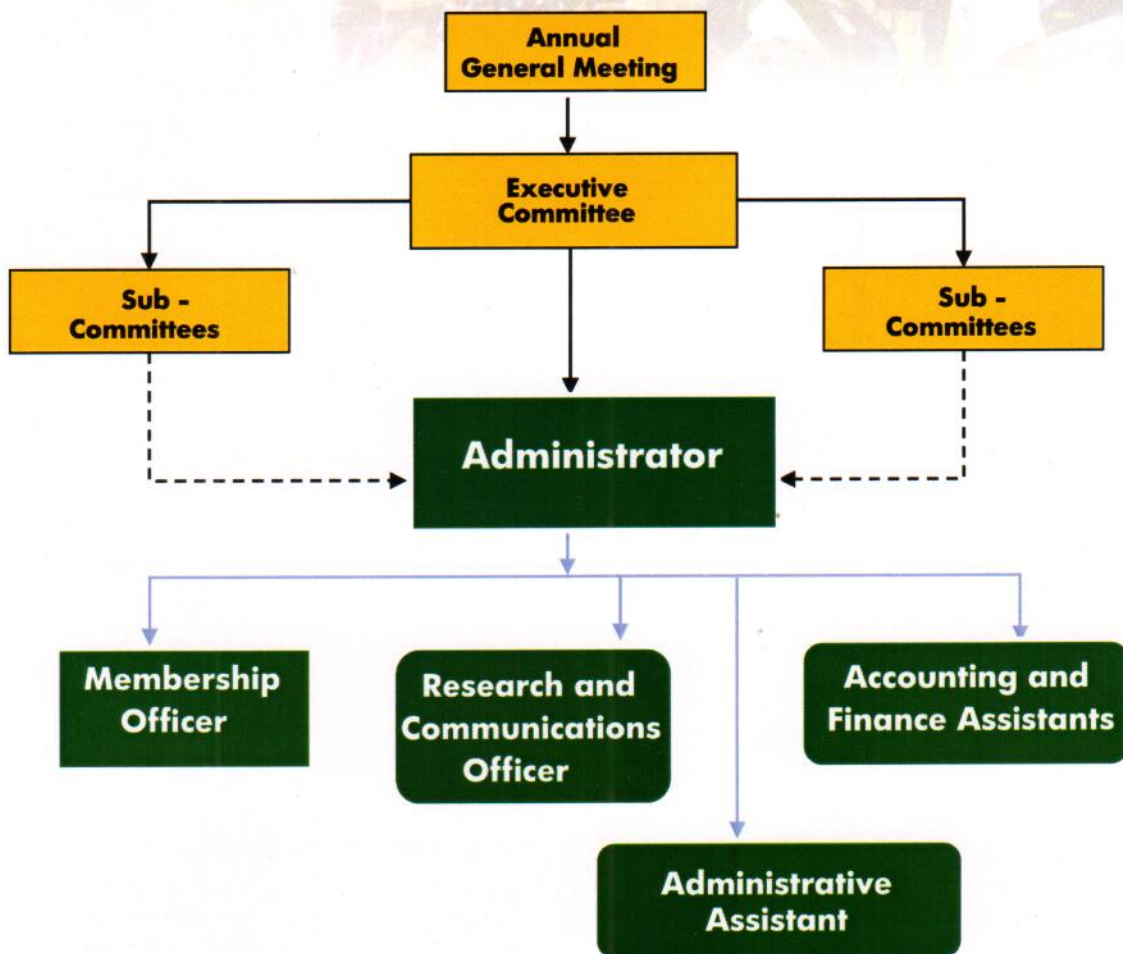
5.6   Monitoring and Evaluation of USAGA

The Secretariat will prepare quarterly activity progress reports and submit these to the Executive Committee, which will monitor implementation of the agreed work plan. A mid-term review shall be undertaken by the secretariat, Executive Committee and some partners at the end of the first year of implementation of this plan. The findings of the review shall feed into the draft Annual Operational Plan, which will be submitted to the Annual General Meeting for endorsement, and the outcome will inform the subsequent annual plans. There will be a final evaluation of the strategic plan by a team of external consultants contracted by USAGA and the funders in 2021. Based on the recommendations from the evaluation, the next strategic plan shall be drafted. In order to assess whether USAGA has achieved the stated goals, a set of specific indicators are part of the logical framework (see **Annex 1**). The means of verification is also spelt out in the logical framework.

6.0 FUNDING AND BUDGET ESTIMATES FOR THE STRATEGIC PLAN

6.1 Funding of the Strategic Plan:

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

6.2 Budget of the Strategic Plan:

The total budget estimates for activities detailed in this strategic plan amounts to Uganda Shillings 2,340,300,000. The detailed budget is attached as **Annex 2**.

The Matrix below provides the summary budget by objective

Ref	Objective	Year 1	Year 2	Year 3	Year 4	Year 5
1	Build and strengthen the capacity of USAGA members to provide professional safari guiding services	219,800,000	180,000,000	136,000,000	136,000,000	156,000,000
2	Strengthen USAGA Secretariat	256,800,000	275,800,000	125,800,000	125,800,000	125,800,000
3	Develop and sustain stakeholder networks/ partnerships to support the USAGA priorities	63,500,000	50,000,000	270,000,000	50,000,000	60,000,000
	Grand Total	540,100,000	505,800,000	531,800,000	311,800,000	341,800,000
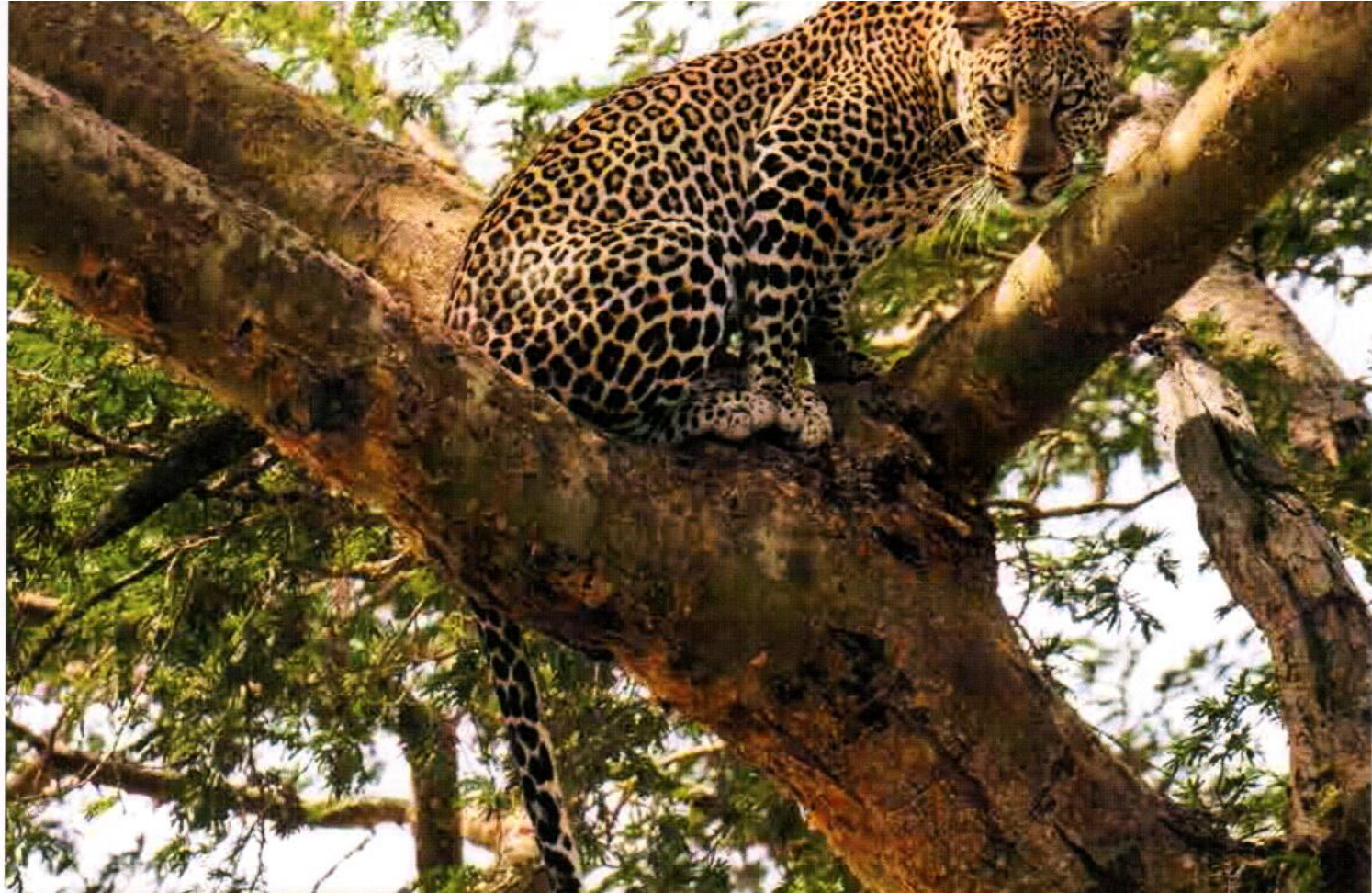
ANNEX 1 LOGICAL FRAMEWORK

GOAL: *A strong association able to effectively contribute to professionalizing safari guiding services in Uganda.*

Strategic Results of USAGA

i) Build and strengthen the capacity of USAGA members to provide safari guiding services in Uganda.
ii) Strengthen USAGA Secretariat to effectively respond and serve member needs, and deliver on its mandate.
iii) Develop and sustain stakeholder networks/partnerships to support the USAGA advocacy agenda and implementation of its priorities.

Activity Ref	Activity Narration	Objectively Verifiable Indicators	Means Of Verification	Risks
1	**Build and strengthen the capacity of USAGA members to provide safari guiding services in Uganda**			
1.1	Review USAGA Training Curriculum and develop training manuals and materials, conduct learning visits to benchmark best practices, and launch the new curriculum	• New curriculum, training manuals and materials • Learning visits by board • Launch event	• Media Reports • USAGA Reports	Lack of funds
1.2	Organised two (2) Training of Trainer (ToT) workshops on application of the new curriculum.	• Two workshops over the planning period - one every other year; • 25 trainers trained at each session	• Workshop reports • Trainer Certificate of participation	Lack of funds
1.3	Organise ten (10) member trainings every year across the USAGA training categories i.e. General, Specialised, Refresher and Graded trainings	• 10 trainings held annually • 200 members trained annually • Graded safari guides • Increase in membership	• Workshop and course Reports • List of Graded Guides	Lack of funds
1.4	Organise eight learning visits and exchange programme for the members (Familiarisation Trips and Excursions)	• 160 USAGA members participate in trips and excursions • 8 Familiarisation trips / excursions per year • Member experience stories	• USAGA Reports • Articles, blogs, etc on trips/excursions	

Activity Ref	Activity Narration	Objectively Verifiable Indicators	Means Of Verification	Risks
1.5	USAGA Resource Centre is established and equipped (furniture, IT equipment, publications)	• Resource centre established and launched	• USAGA Report • Financial documentation • Subscriptions to information sites • Inventory of Asset and publications	Lack of funds
2	**Strengthen USAGA Secretariat to effectively respond and serve member needs, and also deliver on its mandate.**			
2.1	Develop office manuals e.g. Board manual, Operational manual, Human Resource, Asset Management and Finance management manuals, etc.	• Manuals in place	• USAGA reports	
2.2	Prepare job descriptions, recruit, place and remunerate staff in line with USAGA staffing structure and policies	• Job descriptions • Staff placements	• Staff contracts • Staff appraisal reports	High job turn over
2.3	Develop USAGA Volunteers Programme to address staffing needs and gaps	• Volunteers Programme operational • Volunteers recruited and placed	• USAGA reports • Volunteer staff contracts	Failure to identify volunteer match to USAGA gaps
2.4	Procure office equipment, rent spacious office space and purchase a Bus for office transportation	• Spacious office space rented • Office is equipped • Office with transport means	• Tenancy agreement • Office equipment inventory • Vehicle logbook	Lack of funds
3	**Develop and sustain stakeholder networks/partnerships to support the USAGA advocacy agenda and implementation of its priorities**			
3.1	Prepare and coordinate implementation of a stakeholder engagement strategy that supports participation in partner activities, joint activity implementation	• USAGA Engagement Strategy • No. Of MoUs with partners • USAGA participation in 4 partner events annually	• USAGA Reports • Media Reports • MoUs • Partner reports	

Activity Ref	Activity Narration	Objectively Verifiable Indicators	Means Of Verification	Risks
3.2	Mobilise partners to support implementation of USAGA strategic plan	• Resource mobilisation plan • No. Of concept notes and proposals submitted • No. of partners supporting USAGA strategic plan • No. of revenue generation activities organised	• USAGA Reports • Partners Reports	Low donor interest Global financial crisis and impact on donor flows
3.3	Develop and coordinate implementation of communication and branding strategy that will cover USAGA website upgrade, stickers, calendars, publications, a periodic newsletter, awareness events, etc.	• Communication strategy • No. Of communication products produced and disseminated • USAGA website upgrade • No of awareness events	• USAGA Reports • Copied of products produced • Event reports	Lack of funds
3.4	USAGA members trained in research skills and supported to conduct research	• No of members trained in research skills • No of research calls compiled/disseminated to members • No of research proposals formulated by members • No of research projects awarded to members/ research collaborations	• Training workshop reports • USAGA reports • Copies of research proposals prepared/ awarded • Partners reports	Member interest and capacity to engage in research projects is sustained
3.5	Procure field equipment for research	• Inventory of field equipment acquired	• USAGA reports • USAGA financial documentation	Lack of funds
3.6	Produce and disseminate the USAGA Field Year Book	• Field Year Book produced and launched • No of copies produced and disseminated	• Year Book • USAGA reports • Media reports	Lack of funds

ANNEX 2: USAGA DETAILED BUDGET

Objective 1: Build and strengthen the capacity of USAGA members

Activity	2017	2018	2019	2020	2021	TOTAL	Notes
Recruit a consultant to review the current curriculum and prepare training materials	14,000,000	0	0	0	0	14,000,000	Consultancy fees (20 days) @ 700,000/day
Organize learning visits on best practice in the region to inform the curriculum review process e.g. South Africa, Kenya, etc.	19,800,000	0	0	0	0	19,800,000	Travel, DSA for 4 pax
Produce copies of the new curriculum and training materials	0	4,000,000	0	0	0	4,000,000	200 copies
Launch the new USAGA Curriculum		20,000,000				20,000,000	Publicity, venue and related logistical costs
Conduct ToTs (Training of Trainers)	0	20,000,000	0	0	20,000,000	40,000,000	25 participants/session for 2days
Conduct member trainings across the different categories i.e. General, specialized, refreshers and graded trainings	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	600,000,000	10 trainings/year, financed by participants and subsidized for members
Organize learning visits and exchange programme for the members including Familiarization Trips and Excursions	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	80,000,000	8 events organized annually with members co-financing
Establish a Resource Centre - procure equipment (computers), furniture and publications	50,000,000	0	0	0	0	50,000,000	Lumpsum
Sub-total	219,800,000	180,000,000	136,000,000	136,000,000	56,000,000	827,800,000	

Activity	2017	2018	2019	2020	2021	TOTAL	Notes
Objective 2: Strengthen USAGA Secretariat							
Develop office manuals including the Board, Operational and Finance management manuals	25,000,000	0	0	0	0	25,000,000	*3 manuals developed*
Prepare job descriptions, recruit, place and remunerate staff in line with USAGA staffing structure and policies	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000	450,000,000	*Lumpsum salary cost (5 persons) - Due consideration to tax obligations*
Develop USAGA Volunteers Programme based on staffing needs and gaps, and recruit and place the volunteers	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000	24,000,000	*Basic allowance for 2 volunteer positions*
Staff and Board members trainings on operational manuals and key management areas (membership development, resource mobilization, partnerships development and networking, etc.)	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	35,000,000	*2 trainings annually - cost covers trainer, venue and training materials*
Procure office equipment	100,000,000	0	0	0	0	100,000,000	
Office transportation (Bus)	0	150,000,000	0	0	0	150,000,000	
Office Rent	8,000,000	24,000,000	24,000,000	24,000,000	24,000,000	104,000,000	
Office operations budget	22,000,000	30,000,000	22,000,000	22,000,000	35,000,000	131,000,000	*Office administration costs audit/evaluation, insurance, M&E activities, etc.*
Sub-total	256,800,000	275,800,000	125,800,000	125,800,000	125,800,000	1,019,000,000	

Objective 3: Develop and sustain stakeholder networks/partnerships

Activity	2017	2018	2019	2020	2021	TOTAL	Notes
Prepare and coordinate implementation of a stakeholder engagement strategy that includes participation in partner activities and joint activity implementation	7,000,000					7,000,000	Consultant contracted 10 days/700,000 per day
USAGA participation at partner events and joint planning activities	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Meetings, trainings, , etc. not sponsored by the organizer
Mobilize partners to resource the USAGA priorities and strategic plan	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Consultant to prepare RM Plan, meetings facilitation, and resource persons for proposal devt
Generate communication and corporate branded products	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Publications, branded items for sale, etc. -
Train members on research skills and technical report writing			10,000,000		10,000,000	20,000,000	Cost to cover trainer, venue and related logistics
Procure field equipment			210,000,000			210,000,000	Lumpsum cost towards binoculars, GPS equipment, etc.
Production of USAGA Field Book	20,000,000	10,000,000	10,000,000	10,000,000	10,000,000	60,000,000	Data collection, design layout and publishing works
Sub-total	63,500,000	50,000,000	270,000,000	50,000,000	60,000,000	493,500,000	
Grand Totals	540,100,000	05,800,000	531,800,000	311,800,000	341,800,000	2,340,300,000	