



ASSOCIATION OF UGANDA TOUR OPERATORS

MARCH 2016

Strategic Plan 2016 - 2020



A Message from UNDP

We were glad to have been part of the process of preparing this strategic plan that maps the journey for the next 5 years for the Association of Uganda Tour Operators (AUTO) as it labours towards achieving its desired goals, and to serve its membership and external partners in a much better way.

Development of the AUTO strategic plan involved a lengthy process of stakeholder consultations, a detailed study of the needs of AUTO's members, to come up with the proposed action plans presented in this document, that will help AUTO create even more value for its members.

We procured the services of a local consultant, Dr. Celestine Katongole, through our industry partner, the Uganda Tourism Board who carried out the study to capture needs of members of the association, chaired inception meetings with AUTO members and established the recommendations presented in this document.

We would like to thank AUTO for prioritizing the creation of this Strategic Plan, reaffirming your position as the only professional body that represents reputable tour operators in Uganda. We congratulate you on finally launching the AUTO strategic plan 2016 - 2020.

We will continue to partner with AUTO in professionalizing tourism in Uganda and pledge our continued support to helping Uganda at large in the effort of growing its tourism industry.

Kind regards,

COUNTRY DIRECTOR
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

Word from the Chief Executive Officer, Uganda Tourism Board



I take this opportunity to thank the UNDP for its continued support and recognition of the value of the tourism sector. UNDP has been committed to supporting both the Government of Uganda and the private sector in the development of tourism through the development of policy and strategic direction at all levels.

Uganda's tourism sector has grown tremendously over the last 10 years and this is indicated by the growth in both tourist arrivals and revenues. Tourism is currently Uganda's number one foreign exchange earner and with one of the fastest growth rates, is expected to continue to grow much further. With increased growth, comes the need to improve service delivery, product offering, human resource skills and the overall tourism experience to ensure that Uganda remains a competitive destination within the region and the globe. This

should have an immediate impact on job creation especially with the youth and women.

The value of tour operators to the tourism sector cannot be underscored. Tour operators are the glue that holds the tourism value chain together. The tour operator is often the first and last contact for a tourist and therefore plays a central role in providing an incredible experience that will encourage returns and referrals. The tour operator as the link to the different service providers is responsible for developing itineraries and product offerings which determine stay and expenditure and must be equipped with the necessary skills and knowledge to provide a quality service. That is why Uganda Tourism Board (UTB) has also considered the Association of Uganda Tour Operators (AUTO) as a very important partner in marketing and developing Uganda's tourism.

It is a remarkable achievement for AUTO to have such a clear-cut strategic plan that speaks to UTB's vision and strategic direction of Uganda. This could not have been achieved without support from UNDP and contribution of all stakeholders especially the AUTO executive and its members.

UTB is committed to building a strong, united vibrant private sector, with improved service delivery and efficiency. A strong association is crucial in building a strong private sector. Therefore, UTB pledges its support to work with AUTO in the implementation of this detailed strategic plan. Tourism is everybody's business, as we say, and together we can achieve much more!

Stephen Asiimwe
Chief Executive Officer

Foreword by the Board Chair, Association of Uganda Tour Operators



I'm pleased to launch the Association of Uganda Tour Operators (AUTO) 5-year Strategic Plan sponsored by UNDP through our industry partner Uganda Tourism Board. This strategic plan comes at a time when the tourism industry in Uganda has received full recognition and support from the Government of Uganda. The industry has shown and continues to experience marked growth in spite of the many challenges we face both regionally and internationally.

The Association of Uganda Tour Operators (AUTO) is Uganda's leading tourism trade association, representing the interests of the country's leading and experienced professional tour operators. AUTO has membership of over 170 companies who offer a wide range of services.

In 2015 AUTO celebrated 20 years of its existence which is a great milestone we achieved. A number of activities were held to promote tourism including a public forum in relation to the world tourism theme "1 billion tourists, 1 billion opportunities." Uganda's Tourism sector and particularly the private sector are working hard towards a competitive tourism industry.

It is my sincere hope that this Strategic Plan will help propel the Association to better heights as we celebrate the "1 billion Tourists 1 Billion opportunities" in Tourism.

I also believe that it will further give direction and guidance to the members and leaders of the Association a scenario we haven't had in the past. It will enable the association to do better and improve its value proposition to the members as it provides benefits for the membership and also to become a reference point to all the tour operators in the country.

This process of crafting this strategic plan was inclusive through various consultative meetings with members and other industry stakeholders, the views were incorporated to come up with this final document.

I wish to appreciate our members for their patronage, the continuous efforts and stewardship of our Board members, our partners in supporting and developing the tourism industry in Uganda and our secretariat for their coordination.

May I take this opportunity to wish AUTO growth and development for the next 5 years.

Babra A. Vanhelleputte (ACIS)
Board Chair

Message from the AUTO CEO | Strategic Plan 2016 – 2020



I am honoured to pen down this message for AUTO's Strategic Plan 2016 - 2020, a sign that the Association of Uganda Tour Operators has not only grown in numbers but now has established systems with a clear goal and smart objectives, as we toil to become a leading and respected association of tour companies in Africa.

It's now over 22 years since our inception and several things have changed for the good in AUTO. We have a guiding code of conduct, operation manuals, functioning systems, a vibrant secretariat and a visionary Executive Board.

This Strategic Plan is the guideline on how we plan to reach the desired vision. The strategic plan gives stimulus to the preparation and implementation of strategic actions, particularly taking into account the lessons learned from the past, with focus on proper resource allocation while facilitating the mobilization of other resources in a bid to achieve a greater impact as well to provide more value to members and external

stakeholders.

Last but not least I would like to thank our funders and sponsors; United Nations Development Program (UNDP), Uganda Tourism Board (UTB), Trade Mark East Africa (TMEA) for supporting the compilation, publication, printing and launch of the AUTO strategic plan; and to also thank all members of the Association of Uganda Tour Operators as well as all partners of AUTO for the continued support and cooperation.

Gloria Tumwesigye
Chief Executive Officer

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List of Acronyms

AUTO	Association of Uganda Tour Operators
HTTI	Hotel and Tourism Training Institute
KCCA	Kampala Capital City Authority
M&E	Monitoring and Evaluation
MTWA	Ministry of Tourism, Wildlife and Antiquities
TUGATA	The Uganda Air Travel Agents Association
UCOTA	Uganda Community Tourism Association
UGX	Uganda Shilling
UHOA	Uganda Hotel Owners Association
UNDP	United Nations Development Programme
USAGA	Uganda Safari Guides Association
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Education Centre
WWF	Worldwide Fund for Nature



Executive Summary

Tourism is one of the core sectors that are significantly contributing to the development of Uganda, and will be key to the attainment of Uganda Vision 2040. The sector is the single largest export earner for Uganda, supports 247, 000 jobs and is poised to make the highest contribution to foreign exchange earnings, government revenue, and employment in the years to come. Tour operators play, and are expected to continue playing a major role as key actors in the tourism value chain. They develop and promote packages, provide employment, pay taxes, make investments, support other actors with clientele (e.g. accommodation facilities, eating houses, attraction sites, etc) and contribute towards national tourism marketing.

The Ugandan tour operators have been organised through the Association of Uganda Tour Operators (AUTO) since 1995 to ensure that they maintain the highest standards of service to clients, uphold professionalism, lobby for a better business environment and provide capacity building support to members for sustainable tourism development. AUTO has formulated this five-year strategic plan in order to cope with the changing business environment, and to provide a strategic roadmap for AUTO's continued growth and relevance.

The strategic plan is accompanied by a three-year business plan and a detailed Monitoring and Evaluation framework which aims to ensure that AUTO becomes more results-oriented. Both the strategic plan and business plan aim at addressing four main priorities namely: strengthening the secretariat; lobbying and advocacy to government and other stakeholders; mobilizing resources and delivering a sustainable value proposition to members. The association is adopting a hybrid strategy, combining renewal and growth to pursue the above priorities. The association will seek to do things differently from the way they have been done, and will also pursue growth in both membership and resources.

The key strategic objectives, and their corresponding strategic actions for the next five include the following:

Strategic objective:

Develop an effective and efficient secretariat by 2020

Strategic actions

- Develop and implement minimum requirements (based on professionalism, competency, strategic foresight and leadership) for appointment (or election) to the Executive Board.
- Develop and implement a Board charter and delink the Board from performing technical functions of the secretariat.
- Create, and fill with competent personnel a functional organizational structure with clear roles and reporting mechanisms.
- Develop organizational systems, procedures and policies based on a results-based approach.
- Build the capacity of existing staff, and institute a staff retention strategy (reward and penalties structure).

Strategic objective:

Improve operating business environment of AUTO and her members.

Strategic actions:

- Undertake detailed studies on critical aspects, taking into account their implications on the tourism operations and approach the concerned stakeholders with facts/informed points of view.
- Draw a strategic stakeholder's map and conduct regular dialoguing, consultative and information sharing meetings with these stakeholders.



- Undertake quarterly engagements with other sector players that have a bearing on the operations of tour operators.
- Develop and implement a communication strategy.

Strategic objective:

Build and attain institutional sustainability by 2020.

Strategic actions:

- Develop strategic partnerships with development partners and deliver bankable proposals for funding, capacity building and resource mobilization.
- Develop strategic partnerships with corporate private sector organizations to deliver subsidized rates to AUTO members.
- Undertake a survey of AUTO non-members and ex-members and develop and implement an appropriate strategy for member recruitment.
- Open up an AUTO SACCO and offer subsidized micro loans to members.
- Develop activities that are geared towards generating income for AUTO (e.g. setting up an AUTO lounge).
- Strengthen the existing drive for generating resources for establishing an AUTO permanent.

Strategic objective:

Increase the value to member benefits and attain 25% growth per year by 2020.

Strategic actions:

- Undertake regular capacity building activities for members (training, awareness campaigns, FAM trips, etc).
- Undertake regular, relevant and value-adding information sharing with the stakeholders.
- Support development of business to business linkages, locally, regionally and internationally.
- Create and implement a fund to assist members in times of need.
- Negotiate and make available discounts on trade show participation for AUTO members.
- Provide business protection services to members.
- Create a strong marketing platform where members can market and promote their services.
- Provide regular market information to assist members in timely decision making.

Successful implementation of the five year strategic plan will require a total of UGX 1.05 billion. AUTO will be able to meet 63% of the budget from internal sources (provided membership grows as projected). The remaining 37% of the required funds will come from other sources of financing, internal and external.

Chapter One: Introduction

1.1 Tourism Development in Uganda

Tourism is one of the sectors that are significantly contributing to the development of Uganda. The sector emerged in the 1960s and by 1971 it had attained 34% annual growth rate (Ministry of Wildlife Tourism and Antiquities (MWTA), 1996) with 1970 recording the highest earnings of US\$ 18 million. At that time, average per capita spending was US\$ 2,306 and the industry was Uganda's third largest foreign exchange earner after coffee and cotton (International Trade Centre (ITC), 2011). However, this growth momentum was lost for over two decades from 1971 due to political instability and economic mismanagement of Uganda. Nonetheless, since the early 1990s to date, the sector has received remarkable reinvigoration and growth. Tourist direct earning has increased from US\$ 90 million in 1995 to USD 1.2 billion in 2014, making the sector the single largest export earner for Uganda (MTWA, 2014). The sector directly supports 247,000 jobs and is poised to continue growing over the next ten years (MTWA, 2015).

In recognition of the potential of tourism to contribute to economic transformation, employment creation and poverty reduction, the government has in its Vision 2040, the long term national planning framework, recognized that in the short to medium term, the tourism sector will become the mainstay of the economy making the highest contribution to foreign exchange earnings, tax and non-tax revenue, and employment and to Gross Domestic Product (GDP). Government of Uganda has also identified tourism as one of the primary growth sectors and a key driver of social economic transformation and creation of sustainable livelihoods in the National Development Plan II 2015/16-2019/20. The national tourism sector development plan 2015/16 – 2019/20 has correspondingly identified five critical areas of intervention for unlocking the potential of tourism development. These areas are marketing and promotion, human resource development, product development, natural and cultural resource conservation, and tourism management and regulation.

Tour operators have always played, and will continue to play an important role in the development of Uganda's tourism sector. They sell tour packages to tourists who visit Uganda and today they generate well over 90% of the revenue from sale of gorilla permits (AUTO, 2014). Tour operators provide transport services to tourists and supply guests to more than 90% of safari lodges in the different parts of Uganda. Also, a lot of airline seats to Entebbe International Airport are attributed to the marketing efforts of tour operators. Almost all of Uganda's 227,000 inbound leisure tourists visit Uganda through tour operators (AUTO, 2014). These enterprises provide employment, pay taxes, make investments and contribute towards supporting the tourism industry as key actors in the tourism value chain.

With their pivotal role in the sector, and the expected growth of tourism (2 million arrivals by 2019 [MTWA, 2015]), tour operators need to refocus their strategic direction through their umbrella association.

1.2 The Association of Uganda Tour Operators

The Association of Uganda Tour Operators (AUTO) is a tourism trade association that represents interests of Uganda's tour operators since 1995. Bringing together over 170 tour operators in Uganda, AUTO is currently the only recognized national tour operators' association in Uganda. The mandate of AUTO, as outlined in its constitution is to:

- Provide a forum for Tour Operators Licensed by the Ministry responsible for Tourism and other organizations with similar or related objectives through which matters affecting their industry can be addressed and dealt with.
- Represent or act as the spokesman for the Tour Operators and the above mentioned similar or related organizations in their dealings with government, Donors, NGOs and other bodies interested in or relevant to the Tourist Industry.
- Encourage the creation of enabling environment for ethical, profitable and sustainable tourism in Uganda and to market it worldwide.
- Encourage and improve the standard of services by Uganda Tour Operators by promoting professionalism through education and training.

1.3 Governance Structure of AUTO

The business of AUTO is managed by the Executive Committee which is composed of the Board Chair, Vice Chair, Secretary, Treasurer and four committee members.

The executive committee is politically elected every two years by members of the association in a general assembly. The Committee reports to the Annual General Meeting and supervises the secretariat.

The secretariat has the offices of the Executive Director, Finance & administration, and Member Services & Public Relations Officer. However the position of the executive director is vacant. The Secretariat is currently run by an Office Administrator, PR officer and assistant administrator. While Article 17 of the AUTO constitution provides for a patron in the governance structure, this position has not been created.

Below is a graphical representation of the governance structure of AUTO.

Figure 1: Organization Structure of AUTO



The organizational structure above is adequate for AUTO because there is need to have a lean team that is both effective and efficient. It is important that all the vacant positions in the structure are filled with competent staff. Also the existing team (including the executive committee) needs strengthening to be able to perform their tasks.

1.4 Summary of Achievements of Strategic Plan 2010 -2012

In 2010, AUTO developed and partially implemented a three year strategic plan, ending 2012. The strategic plan had five major objectives which included among others:

- Strengthening the management and administration of AUTO
- Overseeing membership services
- Developing partnerships and collaborations
- Strengthening auto's advocacy and lobbying function
- Strengthening the funding of AUTO

An evaluation of the achievements made on the strategic objectives above revealed only about 30.4% of the strategic actions were attained. Major achievements were made on two objectives (strengthening management and administration; and overseeing membership services). The achievements include among others:

- Recruitment of a qualified office administrator who is still managing the secretariat.
- Setting up accounting (QuickBooks) and filing systems which are fully functional to date.

- Creation of effective communication channels with members, and general stakeholders, including a regular magazine, social media outlets and a functional website.
- Provision of training and organization of numerous FAM trips for members.

On the whole, the strategic plan was under-implemented because of a number of factors:

- The staff to implement the Plan were not recruited and thus the majority of the Strategic actions were not implemented. For instance, 90.9% of activities were allocated to a managing consultant who eventually was not hired. There was no team to implement the plan.
- The plan did not have an implementation budget. Thus, there were no specific budget lines for the proposed activities.
- Specific targets, and their baseline positions were lacking in the plan. Thus measuring regular performance was difficult.
- Some of the plan objectives were not SMART (e.g. overseeing membership services), and were, to a large degree delinked from the situation analysis. Achievement of these objectives was therefore difficult to measure, even to the leadership.
- The plan did not an M&E plan, therefore it was difficult for the executive management to monitor the progress on implementation of the plan. There was no timing for plan evaluation, midterm or end of plan to allow objective assessment of achievement.
- The scheduling of activities to achieve the strategic objectives of the Plan was unrealistic. For instance, in quarter 2 alone of 2010, the managing consultant was meant:
 - o to be hired and he/she carries out a member census;
 - o develop and publish a member benefits package;
 - o organise socialization meetings;
 - o undertake a training needs assessment;
 - o train members;
 - o evaluate and update the website;
 - o find and profile partners;
 - o build relationships with stakeholders.

For one individual, new to the organization, the above activities were unattainable in just three months, especially given the time required to plan, execute, and approve the activities.

1.5 Rationale for the Strategic Plan 2016 - 2020

With support from United Nations Development Programme (UNDP), Uganda Tourism Board (UTB) is undertaking interventions to improve livelihoods by creating, investing in and accelerating the growth of enterprises and innovative business models that empower the low income and marginalized groups to participate in and increase benefits from the tourism value chains. The project is also strengthening the capacity of existing tourism support institutions and associations including the Association of Tour Operators to enable them effectively contribute to the development of the tourism industry. A capacity needs assessment of AUTO was undertaken in 2012 and identified the absence a Strategic Plan as one of the key constraints impeding AUTO from realizing its objectives. Further, the previous Plan (2010 – 2012) did not have a framework to monitor and evaluate its implementation and performance. A number of changes in the tourism sector have taken place (including the revision of the tourism and wildlife policies; the formulation of the Uganda Tourism Development Master Plan 2014 – 2024 and Tourism Sector Development Plan 2015/16 – 2019/2020), requiring AUTO to develop a strategic plan

which maps the strategic direction and articulates the objectives of the association.

This strategic plan therefore gives impetus to the preparation and implementation of strategic actions, particularly taking into account the lessons learned from the outgoing strategic plan 2010 - 2012. The plan enables the association to focus resource application to well-coordinated interventions with leveraged impact whilst facilitating the mobilization of other resources ultimately creating an avenue for harmonious and integrated internal functioning to achieve a greater impact to members and external stakeholders. The Plan has a detailed Monitoring and Evaluation framework which aims to support AUTO in becoming more results-oriented and improve its focus on implementing the Strategic Plan. The framework provides practical guidance on how to monitor and evaluate the implementation of the Strategic Plan.



Chapter Two: Situation Analysis

2.1 SWOT Analysis of AUTO Environment

Strengths	Weaknesses
<ul style="list-style-type: none"> AUTO is a strong brand with international recognition, and gives visitors confidence to choose AUTO members. Association has vast experience of 20 years which generates learning curve benefits. Legally established, with existing secretariat with two strategic offices in Kampala city and at Entebbe International Airport. Strong internal control system, with a modern financial management system and annual audited accounts. AUTO is the largest, single recognized body of tour operators in Uganda, giving it power to negotiate with stakeholders. AUTO enjoys goodwill from the stakeholders and has a strong image within the tourism sector Committed staff at secretariat, as well as the Board which commits valuable time and effort on a voluntary basis. Time-tested high capacity to disseminate information on a regular, consistent and timely basis. 	<ul style="list-style-type: none"> Insufficient management structures and understaffing which impede execution and regular follow-up on actions of a strategic nature. Significant opportunities are missed due to this weakness. Weak, and sometimes non-existent internal operational policies and procedures to guide the secretariat as well as members on issues such as plagiarism. Under funding as currently AUTO depends on only member subscriptions. But the membership fees are also perceived as very high for start-ups. AUTO offers very little (benefits) to members, relative to the amount paid as subscription fees. Internal conflicts and disunity amongst members, and leaders in particular which cause counter productivity and have chased away many large companies. Members have higher expectations than the association can afford to deliver given its structures, manpower and resources. Currently association activities are vaguely aligned to member needs due to lack of needs assessment, and research. AUTO is unable to articulate its value proposition to members. Weak implementation of rules and regulations due to conflict of interest, internal politics and lack of technical staff at the secretariat. The lack of minimum requirements for becoming a board member, lack of a functional Board Charter as well as lack of a regular monitoring mechanisms for the board have resulted into weak corporate governance of AUTO. Voluntary nature of Board membership viz a vis individual Board member expectations creates room for lost morale and pursuit of personal interests at the Board. Limited commitment from members to the association. Lack of an effective and efficient communication strategy. Lack of own home, and weak lobbying capacity.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Unexploited bargaining power. • Uganda is a virgin destination with potential to grow its tourism base. • Available funding and support to the tourism sector. • Growing numbers of nascent companies. • Conducive regulatory environment. Government is moving towards standardization of services. • Vast opportunities for training from the increased tourism training institutions in the region. • EAC creation /regional integration poses membership benefits at EAC level: funding for associations (EATP), market access; Single EAC visa. • Timely access to information, e.g. gorilla permits. • Goodwill from industry stakeholders, and development partners waiting for AUTO to make the first move. • International recognition of AUTO as the place where professional tour operators assemble. • More airlines opening routes to Uganda will bring more tourists, and thus more tour operators will enter the market or AUTO to recruit. • Membership to UTA as an umbrella association for the tourism private sector in Uganda. 	<ul style="list-style-type: none"> • AUTO has a fraction of registered tour operators in Uganda, coupled with a lower retention capacity of existing members: 20 -30 members leave AUTO annually. • The voluntary membership to associations creates room for unethical operators to exist and taint the image of Uganda, including that of AUTO members. • Lack of role clarity between AUTO and the Uganda Tourism Association (UTA), often resulting into duplication of work and potential conflicts. • Terrorism, terror threats, disease outbreaks and chaotic politics often lead to negative travel advisories, visitor cancellations and lost business to members. Effect is failure to renew membership. • High business closures due to a hash business environment characterized by <ul style="list-style-type: none"> ○ high taxation, which is sometimes double ○ unstable exchange rate system ○ limited and high cost of financing ○ uncoordinated prices e.g. visa, gorilla permits, VAT, hotel prices, etc • Brief case firms and large firms alike, often tainting image of tour operators in Uganda. • Threats to the tourism product sold by AUTO members, stemming from population pressure, weak enforcement of laws, climate change, etc • Unfavorable laws and policies made without thinking about consequences on tourism: e.g. gay law; government agencies (UWA) shifting mandate to do private sector work (purchase of safari vehicles and buses). • Opening up of market in the EAC region exposing members to strong competition without any protection or preferential treatment. • Uganda does not have a consistent national brand, so it is a difficult destination to sell.

2.2 Emerging strategic issues and priorities for AUTO

Through a recursive consultative process of internal and external factor analysis, a number of issues of emerged as pertinent to the future existence of AUTO. These were further distilled, incorporating internal and external stakeholder views to identify four key issues and priorities that should be areas of focus for AUTO over the next five years. These issues and priorities are summarized below.

Strategic issue/priority	Justification
Lobbying and advocacy to government and other stakeholders	One of the important mandates of AUTO is to lobby and advocate for the interests of members among the different stakeholders to ensure a conducive business environment for tour operators. However, there is widespread consensus among stakeholders (internal and external) that AUTO has not done enough to advocate for fair tourism policies, regulations, taxes and other aspects affecting the tour operation. As a result, AUTO members suffer from high and double taxation, unfavorable legislations, inconsistent pricing of the tourism product by other stakeholders, narrow product range and limited consultation and involvement by key actors, particularly government agencies and development partners on matters that affect AUTO members. Effort has been made to play the advocacy role but there have been significant constraints and challenges. There is therefore need to strengthen the lobbying and advocacy function of AUTO in order to effectively become the spokesman of the tour operators.
Resource mobilisation	Resources constitute a critical aspect for the proper functioning of AUTO. Currently, the association is underfunded, lacks adequate equipment and is understaffed. These factors impede its ability to deliver services to members and advocate meaningfully for members. The only source of income is membership fees which can also barely meet the administrative expenses. Such resources are not adequate to remunerate and retain a motivated team of staff. However, there are a lot of funding opportunities, and partnership opportunities which AUTO is unable to take advantage of due to such factors as lack of technical expertise at the secretariat to develop fundable proposals, weak lobbying capacity, limited commitment of some members of the board and lack of a strategic plan. Lack of adequate resources was clearly one of the key factors for under performance on the previous strategic plan, thus it should be addressed if AUTO is to become a self-sustaining organisation.
Delivering a sustainable value proposition to members	One of the key challenges facing AUTO is ability to deliver and effectively articulate its value to members and the broader stakeholder community. Although the association attracts 20 - 30 new members annually, an equal number of existing members quits the association. Reasons range from failure to understand the benefits of belonging to AUTO (e.g. advocacy and lobbying on behalf of members; pursuit of tax exemptions [VAT and exemptions on safari cars]; assurance of member authenticity to clients and other stakeholders; negotiation for cheaper fees for participation in trade fairs and exposure of members to product through FAM trips). The activities of AUTO are not adequately aligned to member expectations, especially given the high fees for membership (UGX 750,000 per year). Revisiting the membership benefits package as well as creating a strategy for communicating these is a key priority for the 20-year-old association that has no competitor but has only 25% of licensed tour operators in the country.
Strengthening the secretariat	Although AUTO represents over 170 tour operators in Uganda, its secretariat is weak without adequate skilled staff, structures, policies and systems to undertake strategic actions. There is an organisation structure that has not been filled fully, and is particularly without an executive director/manager. The board is expected (and rightly stated in article 16 of the constitution) to manage the business of the association. However, the Board members serve only two years in office (undermining continuity), they are volunteers (have fulltime work and commitment to their companies), and the political process through which they come to office is unable to deliver technically proficient board members. Thus issues of a strategic nature such as institutional building, strategic partnership development, and delivering on the mandate of the association cannot be sufficiently addressed in the absence of a technically sound secretariat.



Chapter Three: Strategic Direction

3.1 Vision Statement

A leading and valued association of tour operators in Africa.

3.2 Mission statement

To serve the interests of members through advocacy and lobbying on sector issues, train and uphold professional and ethical standards for sustainable tourism development.

3.3 Core Values and Operating Principles

Integrity: To be accountable, transparent, ensure fairness and exercise business devoid of unscrupulous practices.

Environmental stewardship: To protect and uphold the integrity of the environment (cultural, social and natural) for sustainable tourism development.

Excellence: To pursue excellence in tourism practice.

Teamwork: To encourage team spirit, collaboration, consultation and to maximize on synergies for greater outcomes.

Customer focus: To treat our members with courtesy, respect and delight in their satisfaction.

Professionalism: To exercise competency, skill, knowledge and ethical behavior.

3.4 Strategic Objectives

Over the period 2016 – 2020, AUTO will aim at achieving four strategic objectives. These objectives directly address the key issues rained in the situation analysis and have been developed based on the 20:80 principle. The strategic objectives are to:

- a) Improve operating business environment of AUTO and her members
- b) Build and attain institutional sustainability by 2020
- c) Increase the value to member benefits and attain 25% growth per year by 2020
- d) Develop an effective and efficient secretariat by 2020

3.5 Strategies and Emanating Key strategic Actions

3.5.1 Overall strategic approach

In order to effectively and efficiently pursue the key strategic priorities, and therefore address the association's weaknesses, constraints, opportunities and threats, AUTO will pursue a hybrid strategy combining renewal and growth. By renewal, AUTO will review all its approaches and methods that have not worked before and develop new strategies based on research, competency, professionalism and sustainability. As part of renewal, the association will first build its internal capacity to lobby and advocate, mobilize resources and deliver value adding services to its stakeholder base. This will take a phased approach, starting with high impact low cost activities and then high impact high cost activities.

Effective renewal will give impetus to growth of the association, in terms of member numbers and resources. By doing things differently, AUTO should be able to seal strategic partnerships (which generate resources), develop bankable proposals and deliver worthwhile services to members. This approach will require a certain level of aggressiveness both by the Board (highly competent based on new entry requirements and incentive structure) and the secretariat in pursuit of the strategic priorities for the association. It is expected that this will result into membership growth and generation of more resources for the proper functioning of the secretariat.

3.5.2 Strategic Actions for 2016 – 2020

Strategic priority	Strategic objective	Strategic actions
Strengthening the secretariat	Develop an effective and efficient secretariat by 2020	<ul style="list-style-type: none"> ▪ Develop and implement minimum requirements (based on professionalism, competency, strategic foresight and leadership) for appointment (or election) to the executive board. ▪ Develop and implement a Board charter and delink the Board from performing technical functions of the secretariat. ▪ Create, and fill with competent personnel a functional organizational structure with clear roles and reporting mechanisms. ▪ Develop organizational systems, procedures and policies based on a results-based approach. ▪ Build the capacity of existing staff, and institute a staff retention strategy (good reward and penalties structure).
Lobbying and advocacy to government and other stakeholders	Improve operating business environment of AUTO and her members	<ul style="list-style-type: none"> ▪ Undertake detailed studies on critical aspects (e.g. taxes, permits, fees, etc), taking into account their implications on the tourism operations and approach the concerned stakeholders with facts/ informed points of view. ▪ Draw a strategic stakeholder's map (see appendix 1) and conduct regular dialoguing, consultative and information sharing meetings with these stakeholders (e.g. UWA, MFPED, UTB, MTWA, MoIA, etc.). ▪ Undertake quarterly engagements with other sector players that have a bearing on the operations of tour operators. ▪ Develop and implement a communication strategy.



Strategic priority	Strategic objective	Strategic actions
Resource mobilisation	Build and attain institutional sustainability by 2020	<ul style="list-style-type: none"> ▪ Develop strategic partnerships with development partners and deliver bankable proposals for funding, capacity building and resource mobilization. ▪ Develop strategic partnerships with corporate private sector organisations to deliver subsidized rates to AUTO members. ▪ Undertake a survey of AUTO non-members and ex-members and develop and implement an appropriate strategy for member recruitment. ▪ Open up an AUTO SACCO and offer subsidized micro loans to members. ▪ Develop activities that are geared towards generating income for AUTO (e.g. setting up an AUTO lounge). ▪ Strengthen the existing drive for generating resources for establishing an AUTO permanent home. Currently, AUTO has an amount of UGX115 million on a fixed deposit account.
Delivering a sustainable value proposition to members	Increase the value to member benefits and attain 25% growth per year by 2020	<ul style="list-style-type: none"> ▪ Undertake regular capacity building activities for members (training, awareness campaigns, FAM trips, etc.). ▪ Undertake regular, relevant and value-adding information sharing with the stakeholders. ▪ Support development of business to business linkages, locally, regionally and internationally. ▪ Create and implement a fund to assist members in times of need. ▪ Negotiate and make available discounts on trade show participation for AUTO members. ▪ Provide business protection services (e.g. resolving conflicts between members and their clients). ▪ Create a strong marketing platform where members can market and promote their services. ▪ Provide regular market information to assist members in timely decision making.

3.6 Strategic plan Implementation

Effective implementation of this strategic plan requires significant resources, financial, human, physical and technological which are not adequately available in the short-term. However, the association has developed a three-year business plan to support in the sequencing and prioritization of strategic actions. Annually, a work plan will be developed from the business plan, and quarterly plans as well as monthly work plans will be developed. In the first year of operations (as resources are being generated) high impact, low cost activities that lie on the critical path of the achievement of the overall strategic plan will be implemented. Implementation will start with those activities that do not require financing at all. Also building synergies will be pursued to ensure that certain key activities are supported by the focal stakeholders. Tough choices are going to be made regarding the allocation of the available resources as more resources are being looked out for.

3.7 Strategic Plan Financing Mechanism

3.7.1 Basis of financing projections

Projections for expenditure on the strategic plan actions was based on a number of factors namely; existing cost estimates for related activities; benchmarking with similar projects in the EAC; estimates from supplier proforma invoices and quotations; discussions with existing investors in the sector and other private sector; anticipated sequencing of interventions over the planned period; and lastly provision for inflation and exchange rate variations over the plan period.

With regard to the spread of costs over the plan period, the major determinant was the anticipated sequencing of interventions.

Lastly, based on macroeconomic targets and assumptions in the Budget Framework paper for 2013/14 – 2017/18 which projects both annual headline and core inflation to remain at an annual average of about 7% during the period. Therefore, all cost projections were accordingly adjusted by a factor of 7% from 2017.

3.7.2 Projected financing gap

	2016	2017	2018	2019	2020	Total
No. of Members	161	201	252	314	393	
Subscription fees (UGX)	120,750,000	150,750,000	189,000,000	235,500,000	294,750,000	
Proportion for investment financing (50%)	60,375,000	75,375,000	94,500,000	117,750,000	147,375,000	
Required investment (UGX)	249,600,000	202,015,000	197,744,000	195,516,000	202,762,000	
Financing Gap (UGX)	189,225,000	111,452,500	75,484,625	30,465,844	-20,055,711	
Financing gap (proportion)	76%	55%	38%	16%	-10%	37%

Note: only 50% of the subscription fees will be allocated to investment. 50% will go on recurrent expenditure.

A key assumption to the budget is that membership will grow by an average of 25% per annum (attainable since currently growth is at 15% without significant member benefits), and membership fees will remain at UGX 750,000 per annum. With this assumption, the funding gap will be 76% (UGX 189.2 million) in 2016, 55% (UGX 111.5million) in 2017, 38% (UGX 75.5million) in 2018, 16% (UGX30.5million) in 2019 and -10% in 2020. This trend implies that AUTO can become self-sustaining by 2020 if membership grows as projected. In order to attain this position, the association will need to seek other funding to a tune of at least UGX 386.6million over the next five years. This funding can come from a number of sources as outlined below:

3.7.3 Financing mechanism

Some of the possible sources of funding to close the funding gap include:

- o Increase in membership fees as the value members receive from AUTO improves
- o The Matching Grant Fund managed by the Private Sector Foundation
- o Writing funding proposals to development partners to fund some of the activities in this strategic plan
- o Streamlining AUTO activities within the activities of other organisations such as UTB, UTA, UWA etc to share the costs
- o Generating resources and support from UTB as provided for by the Tourism Act 2008
- o Commissions from sale of gorilla permits from Uganda Wildlife Authority
- o Organising fundraising functions for some of the critical activities
- o Initiating income generation activities at the secretariat, e.g. the AUTO SACCO, member training at shared costs



Chapter Four: Critical Issues to Implementation

4.1 Strategic Plan Implementation Schedule and Budget

Strategic Action	2016	2017	2018	2019	2020	Total
Strengthening the secretariat						
Develop an effective and efficient secretariat by 2020						
Develop and implement minimum requirements (based on professionalism, competency, strategic foresight and leadership) for appointment (or election) to the executive board	19,600	-	-	-	-	19,600
Implement a Board charter and delink the Board from performing technical functions of the secretariat	-	-	-	-	-	-
Create a functional organizational structure with clear roles and responsibilities	15,000	-	-	-	-	15,000
Develop organizational systems, procedures and policies based on a results-based approach	20,000	-	-	-	-	20,000
Build the capacity of existing staff, and institute a staff retention strategy (good reward and penalties structure)	16,000	16,000	16,000	16,000	16,000	80,000
Lobbying and advocacy to government and other stakeholders						
Improve operating business environment of AUTO and her members						
Undertake detailed studies on critical aspects (e.g. taxes, permits, fees, etc), taking into account their implications on the tourism operations and approach the concerned stakeholders with facts/informed points of view.	20,000	20,000	20,000	20,000	20,000	100,000
Draw a strategic stakeholder's map and conduct regular dialoguing, consultative and information sharing meetings with these stakeholders (e.g. UWA, MFPED, UTB, MTWA, MoIA, etc)	-	-	-	-	-	-
Undertake quarterly engagements with other sector players that have a bearing on the operations of tour operators	10,000	10,000	10,000	10,000	10,000	50,000
Develop and implement a communication plan	2,000	-	-	-	-	2,000

	2016	2017	2018	2019	2020	Total
Resource Mobilization						
Build and attain institutional sustainability by 2020						
Develop strategic partnerships with development partners and deliver bankable proposals for funding, capacity building and resource mobilisation	50,500	48,215	50,050	52,014	54,115	254,893
Develop strategic partnerships with corporate private sector organisations to deliver subsidized rates to AUTO members	-	-	-	-	-	-
Undertake a survey of AUTO non-members and ex-members and develop and implement an appropriate strategy for member recruitment	10,000	-	-	-	-	10,000
Open up an AUTO SACCO and offer subsidized micro loans to members	-	11,600	-	-	-	11,600
Develop and strengthen activities that are geared towards generating income for AUTO (e.g. setting up an AUTO lounge)	-	-	-	-	-	-
Delivering sustainable value to members						
Increase value to member benefits and attain 25% growth per year by 2020						
Undertake regular capacity building activities for members (training, awareness campaigns, FAM trips, etc)	24,000	25,000	33,000	24,000	24,000	130,000
Undertake regular, relevant and value-adding information sharing with the stakeholders	-	-	-	-	-	-
Support development of business to business linkages, locally, regionally and internationally	60,000	64,200	68,694	73,503	78,648	345,044
Create and implement an insurance bond facilitate	-	-	-	-	-	-
Negotiate and make available discounts on trade show participation for AUTO members	-	-	-	-	-	-
Provide business protection services (e.g. resolving conflicts between members and their clients)	-	-	-	-	-	-
Create a strong marketing platform where members can market and promote their services	-	7,000	-	-	-	7,000
Provide regular market information to assist members in timely decision making	-	-	-	-	-	-
Total UGX	249,600	202,015	197,744	195,516	202,762	1,047,637
Total US\$	73,412	59,416	58,160	57,505	59,636	308,129

See excel sheet attached for scheduling and budget details, including assumptions and notes.

4.2 Strategic Plan Monitoring and Evaluation Framework

4.2.1 Monitoring Strategy

The overall responsibility for monitoring the implementation of this plan rests with the Executive Board. To effectively monitor the implementation of activities three major fora will be utilized: internal management at the secretariat; the Executive Board; and the Annual General Meeting (AGM). The secretariat will hold weekly meetings to review performance of each staff or team for the previous week, share lessons and agree with the head of the secretariat (or volunteer CEO) on activities to be carried out the following week. The agreements and ideas generated by the staff will be shared through the regular management meetings. This strategy of involving lower level staff in evaluating their own performance and setting own goals in line with the broader organizational goals demonstrates the confidence of management in the wisdom of the staff through participation and thus creates a genuine feeling of partnership. It creates a platform for generating ideas, building skills, knowledge and efficacy.

There will also be reporting to the executive board on the performance of the strategic plan on a quarterly basis. This reporting will comprise a performance report and results of activities in the previous quarter M&E reports prepared by the head of the secretariat.

The executive board will also report on an annual basis to the Annual General Meeting on the performance of the strategic plan. Sensitization efforts will be made to ensure that the members of the association have good understanding of the secretariat is doing and how this is linked to the strategic plan.

4.2.2 Evaluation Strategy

Mid-term Evaluation

A mid-term review of the strategic plan will be conducted in 2020 financial year to assess performance against the objectives and key outputs. The evaluation will be led by the Executive Board, and will make recommendations required to achieve the targets and objectives.

Final Evaluation

A final evaluation of this strategic plan will be conducted in the last quarter of 2020. The purpose of this evaluation will be to assess the overall effectiveness of the plan against its objectives. This evaluation will highlight among the many issues important lessons learnt from implementing the plan as well as recommendations for the next planning phase for the association.

4.2.3 M&E Framework

The primary tool to be used in the monitoring of the implementation of each of the four core priorities of this Plan is a logical framework. This tool will help to establish a logical hierarchy of means by which objectives will be attained; identify potential risks; establish how outputs and outcomes are best monitored and evaluated; and present a summary of each priority intervention.

The monitoring framework to be used for this plan is in appendix 1.

4.3 Critical Success Factors

- Appointment of a competent head of the secretariat, and empowering the person to manage AUTO secretariat.
- Adherence to the Board charter, maintaining unity and strategic focus among executive board members.
- A well-motivated, skilled and professional team at the secretariat.
- Sufficient resources, financial, human and other are necessary to achieve the targets set out in this strategy.

Chapter Five: Business Plan 2016 – 2020

As part of implementing this strategic plan, this business plan has been developed to translate broader strategic objectives and activities into detailed actions, sequenced logically over a three year period with appropriate budgets. The major activity areas are broken down into sub-activities which will be executed on a quarterly basis. These are documented along the priority areas which constitute the major strategic intervention areas. The sub-activities that are generated do exhaust the major activities from which they emanate and specific budgets are allocated to every sub-activity to ensure that each major activity is fully budgeted for. Because not all sub-activities will be executed at a cost, some sub-activities have no budget line.

Management will start with execution of the activities that do not require additional resources as the resource mobilization drive commences, to source for the funds needed to implement the activities that need additional funding. This strategy will be complemented with optimal utilization of the few available resources to ensure that whatever these resources are spent on provides leveraged impact to AUTO and her members.

It is estimated that implementation of this business plan will require a total of UGX 649.4 million. Up to 44% of the resources will be generated internally by AUTO.

5.1 Detailed breakdown of Activities, their costs and sequencing

See excel file attached for detail.

Appendix 1: Monitoring and Evaluation Framework

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Increase the value to AUTO member benefits and attain 25% growth per year	Number of new members	28	376	40	Membership database from the secretariat	Access to registered tour operators database from UTB	Secretariat
	Retention of existing members	123	499		Membership database from the secretariat	AUTO to offer more benefits to members	Secretariat and Executive Board
	Number of benefits delivered to members	18	24	5	Records at the secretariat	Availability of funds	Secretariat and Executive Board
Undertake regular capacity building activities for members (training, awareness campaigns, FAM trips, etc)	Level of member participation in AUTO activities	20%	90%	90%	Attendance sheets signed and feedback forms	More value to membership, engagement and availability of funds	Secretariat and Executive Board
	Number of functional partnerships	0	10	2	Copies of signed MoUs; member survey reports	Identification of more partners who can add value to the associations operations	Secretariat and Executive Board
	Level of member satisfaction	20%	95%	95%	Surveys and feedback forms	Availability of resources to deliver member satisfaction	Secretariat and Executive Board
Undertake regular capacity building activities for members (training, awareness campaigns, FAM trips, etc)	Number of trainings undertaken	2 trainings	20	4 trainings	Training reports, surveys	Members will fully cooperate	Secretariat
	Number of members trained	40 trained	500	100 trained	Attendance sheets signed and feedback forms	Technical expertise to facilitate the training is available	Secretariat
	Rate of adaptation of trained knowledge	0%	40%	40% adaptation	Survey reports	Financial resources are available	Secretariat
	#of FAM trips	10 trips	30	6 trips	Survey reports	Availability of funds and functional partnerships	Secretariat

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Undertake regular, relevant and value-adding information sharing with the stakeholders	Number of magazine copies circulated	1000 copies	7500	1500 copies	Survey reports and feedback forms	Availability of funds to increase distribution and more advertisers	Secretariat and Executive Board
	# of cell meetings held	6 cells	40	8 cells	Attendance sheets signed and feedback forms	Availability of funds and other enabling resources	Secretariat and Executive Board
	# of interactive topics raised on social media platforms	104 topics	520	104	Feedback from Facebook friends and WhatsApp groups	Research and Training for responsible staff	Secretariat and Executive Board
	#of followers on social media	1804 friends (fb)	6000	1200pa	Feedback from Facebook friends and WhatsApp groups	Research and Training for responsible staff	Secretariat and Executive Board
Support development of business to business linkages, locally, regionally and internationally	# of business linkages made locally	3	300	60	Business linkage meetings reports	Research and Training	Secretariat and Executive Board
	# of business linkages made in the EAC region	1	300	60	Surveys and research	Availability of funds to have Famtrips to benchmark with other associations, networking meetings and events	Secretariat and Executive Board
Create and implement a fund to assist members in times of need	# of linkages made with firms in source markets	0	300	60	Surveys and research	Research and availability of financial resources	Secretariat
	Existence of fund to support members	0	UGX 300m	60	Financial Report; bank statements	Members are interested to contribute and raise funds for borrowing at low interest rates	Secretariat
Negotiate and make available discounts on trade show participation for AUTO members	#of members supported by fund	0	669	134	Reports and financial statements	Availability of funds contributed by members	Secretariat and Executive Board
	#of MOUs signed for discounts on trade fair participation	0	10	2	Copies of signed MoUs	Engagement of relevant stakeholders	Secretariat and Executive Board
	#of members that utilize the discount facility	10%	95%	95%	Surveys and research	Trainings for members to understand the value	Secretariat and Executive Board

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Provide business protection services (e.g. resolving conflicts between members and their clients)	#of member cases addressed to conclusion by AUTO	2	25	5	Feedback from 5 members	Members will cooperate	Secretariat and Executive Board
	#of cases received by AUTO and forwarded and followed up with relevant actors	5	25	5	5 Reports	Trainings on professionalism and signing code of conduct	Secretariat and Executive Board
Create a strong marketing platform (online and physical) where members can market and promote their services	#of cases addressed to AUTO for intervention	5	15	3	3 Reports	Trainings on professionalism and signing code of conduct	Secretariat and Executive Board
	Existence of functional platform	0	1	1	Functional platform; Surveys and Reports	Research	Secretariat and Executive Board
Provide online marketing assistance for small and medium enterprises	#of AUTO members using, and benefiting from marketing platform	100	669	669	669 Surveys and Reports	Trainings	Secretariat
Provide detailed market access information and distribution channels in major markets. The guides will include profiles and contact details of key tour wholesalers and travel agents with interest in Uganda.	#of members assisted to market their products online	0	335	67	67 Surveys	Commitment of the Secretariat	Secretariat
	#of market access reports provided	0	20	4	4 Copies of reports	Commitment of the Secretariat	Secretariat

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Publish "Market Watch" monthly market intelligence highlights on the most recent travel trends and market conditions of key outbound markets for Uganda	#of market watch reports provided	0	60	12	Copies of reports	Commitment of the Secretariat	Secretariat
Improve the operating business environment of AUTO and her members							
Undertake detailed studies on critical aspects (e.g. taxes, permits, fees, etc), taking into account their implications on the tourism operations and approach the concerned stakeholders with facts/informed points of view.	#of studies successfully conducted by AUTO	0	10	2	Survey reports	Surveys	Secretariat
	#of meetings held with concerned stakeholders with factual written position papers	0	25	5	Minutes of Meeting; position papers	Research	Secretariat and Executive Board
	#of datasets on conducted studies	0	25	5	Datasets in AUTO database	Research	Secretariat

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Draw a strategic stakeholder's map and conduct regular dialoguing, consultative and information sharing meetings with these stakeholders (e.g. UWA, MFPED, UTB, MTWA, MoIA, etc)	#of stakeholder dialogue meetings held	2	20	4	4 Minutes	<ul style="list-style-type: none"> Members will attend Availability of Funds 	Secretariat and Executive Board
	#of consultative meetings held	8	25	5	5 Minutes	<ul style="list-style-type: none"> Availability of Funds Members interested 	Secretariat and Executive Board
	# meetings held for information sharing	3	20	4	4 Minutes	<ul style="list-style-type: none"> Availability of Funds Members interested 	Secretariat and Executive Board
	#of Achievements obtained from the dialogues	2	20	4	4 Reports	Members will attend	Secretariat and Executive Board
	# of Achievements obtained from consultative meetings	2	20	4	4 Reports	Members will attend	Secretariat
Undertake quarterly engagements with other sector players that have a bearing on the operations of tour operators	#of MOUs signed with the sector players	0	20	4	4 Minutes	Sector players will accept AUTO's proposals and sign	Secretariat and Executive Board
		0					
	#of functional MOUs	0	20	4	4 Reports	Availability of resources	Secretariat and Executive Board
Develop and implement a communication strategy	Extent of reach of AUTO information	Xxxxx		Xxxxx	Copy of communication strategy	Strong AUTO secretariat	Secretariat

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Strengthen AUTO's financial and human resources to attain institutional sustainability by 2020							
Develop strategic partnerships with development partners and deliver bankable proposals for funding, capacity building and resource mobilisation	#of bankable proposals developed and submitted to development partners	2	10	2	Copies of proposals submitted to funders	Availability of technical expertise to prepare the proposals	Secretariat and Executive Board
	Amount of resources raised from development partners	0	UGX 1 billion	UGX 200 million	Bank statements	Active commitment of the executive committee and the secretariat	Secretariat and Executive Board
Develop strategic partnerships with corporate private sector organisations to deliver subsidized rates to AUTO members	#of functional MOUs on discounts for AUTO members	0	20	4	Copies of signed MOUs; survey reports	Active commitment of the executive committee	Secretariat and Executive Board
	#of ex-AUTO members returning to AUTO	4	100	20	Reports	Members will be convinced by the increased benefits	Secretariat
Undertake a survey of AUTO non-members and ex-members and develop and implement an appropriate strategy for member recruitment	Availability of functional SACCO at AUTO	0	1	1	Certificate of registration	AUTO members commit to the creation of the SACCO	Secretariat and Executive Board
Open up an AUTO SACCO and offer subsidized micro loans to members	Amount of money in SACCO (UGX)	0	83,750,000	16,750,000	Financial report	Member continued commitment to pay only UGX50,000 per month	Secretariat and Executive Board
	#of members actually supported by SACCO	0	669	100	Reports	Member continued commitment to pay only UGX50,000 per month	Secretariat and Executive Board

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Develop activities that are geared towards generating income for AUTO (e.g. setting up an AUTO lounge)	#of income generating activities undertaken by AUTO	3	10	2	Financial report	Active commitment of the executive committee and availability of technical expertise at secretariat	Secretariat and Executive Board
	Amount of income generated by AUTO income generating activities	UGX 3 million	UGX 50million	10 million	Financial reports		Secretariat and Executive Board
Strengthen the existing drive for generating resources for establishing an AUTO permanent home	Amount of money added to the AUTO fixed account for construction of AUTO home	UGX 115 million	UGX 185.2 million	UGX 14 million	Bank statements	Active commitment of the executive committee and availability of technical expertise at secretariat	Secretariat and Executive Board
Develop an effective and efficient secretariat by 2020							
Develop and implement minimum requirements (based on professionalism, competency, strategic foresight and leadership) for appointment (or election) to the executive board	Set of minimum requirements adopted and used by AGM in selection of AUTO Board members	1	1	1	Copy of approved Board requirements by the AGM	Members will agree to the set requirements	Secretariat and Executive Board
	Fully signed and functional Board Charter	0	1	1	Copy of signed Board charter	Members will cooperate	Executive Board
Create, and fillwith competent personnel a functional organizational structure with clear roles and reporting mechanisms	Functional structure at AUTO secretariat				Copies of regular internal reports	Head of Secretariat will enforce adherence to new organizational structure	Secretariat
	Fully staffed AUTO secretariat	3	4	4	Recruitment report	Sourcing of highly competent people	Secretariat and Executive Board
Functional staff performance management system		0	1	1	Regular performance reports	Active commitment of the Executive Board	Secretariat and Executive Board

Activities	Objectively verifiable indicators of achievement	Baseline (2015)	2020 Target	Target per year	Means of verification	Risks and Assumptions	Responsibility
Develop organizational systems, procedures and policies based on a results-based approach	#of operational manuals (accounting manual; human resource manual; procurement manual; operations manual)	0	4	4	Copies of operational manuals	Active commitment of the Executive Board	Secretariat and Executive Board
	#of trainings provided to staff	1	10	2	Training reports	Availability of funds	Secretariat and Executive Board
Build the capacity of existing staff, and institute a staff retention strategy (good reward and penalties structure)	#of continuous professional development programs implemented for AUTO staff	0	5	1	Training reports	Availability of funds	Secretariat and Executive Board
	Proportional increase in pay for the staff	20%	200%	67%	Copies of formal letters confirming pay increase	Availability of funds	Secretariat and Executive Board
	#of incentives received by AUTO staff (medical cover and lunch)	0	2	2	Copies of formal letters confirming incentives	Availability of resources	Secretariat and Executive Board



Appendix 2: AUTO Stakeholder Mapping and Analysis

A number of stakeholders have influence, and are influenced by AUTO activities. The stakeholder map below, and the corresponding interpretation provides guidance on the strategic actions (dialogue, consultation, information sharing, and information giving) that AUTO needs to undertake while engaging each one of them. This is because these stakeholders have varying levels of influence on AUTO activities.

<p>B: High Impact Low Influence Consultation</p> <ul style="list-style-type: none"> – Local communities – Government Agencies and Authorities (CAA, UIA) – Civil Society Organizations (conservation Groups, cultural institutions, religious institutions, entertainment groups) – Capacity Building Institutions (PFSU, Training Institutions, consultants) 	<p>C: High Impact High Influence Dialogue</p> <ul style="list-style-type: none"> – Government (MTWA, UTB, UWA, URA) – Private Sector (UHOA, USAGA, TUGATA, UTA, UCOTA) – Donors and Development Partners
<p>A: Low Impact Low Influence Information giving</p> <ul style="list-style-type: none"> – Media Houses 	<p>D: Low Impact High Influence Information sharing</p> <ul style="list-style-type: none"> – Ministry of internal affairs – Ministry of foreign affairs – EATP

A: Low Impact Low Influence

Stakeholders that belong to quadrant A have a low influence on the activities of AUTO. The decisions of AUTO too have a low impact on the activities of these stakeholders. With such stakeholders, AUTO will need to give information.

B: High Impact Low Influence

Stakeholders that belong to quadrant B have a low influence on the activities of AUTO but the latter's decisions have high impact on these stakeholders. Therefore, before AUTO makes any decision that affects these stakeholders, detailed consultations will be needed.

C: High Impact High Influence

Stakeholders that belong to quadrant C have a high influence on the activities of AUTO and the latter's decisions have high impact on these stakeholders. The two parties have strong mutual interests in each other and therefore, dialogue is always needed when strategic decisions are to be made by either party.

D: Low Impact High Influence

In quadrant D there are stakeholders whose influence on AUTO is high but AUTO's decisions do not have a significant impact on their activities. Therefore, sharing information with these stakeholders is ideal. The following is a summary of the various stakeholders, their stakes and roles in AUTO activities:

Stakeholder	Role
Government of Uganda	Macroeconomic policy, Resource allocation, Resource Mobilization, infrastructure development, security.
Ministry of Tourism, Wildlife and Antiquities	Sector policy, Legal and regulatory frameworks, Resource mobilization for the sector.
Uganda Wild Life Authority	Conservation, bio diversity, overseeing protected areas, infrastructure within protected areas, product development, Manage tourist attractions, sustainable utilization of wild life resources.
Uganda Tourism Board	Responsible for tourism marketing and promotion, standards enforcement, licensing of tour operators, and supporting institutions like AUTO as specified in the Tourism Act 2008.
Private Sector Associations (UHOA, USAGA, TUGATA, UCOTA, UTA, etc)	Provision of important services to tourists, and directly deal with the members of AUTO: accommodation, transport, tour guiding, entertainment, community tourism development, lobbying and advocacy.
Uganda Investment Authority	Identifying investment opportunities, luring of investors into the sector, provide information on investment.
Training Institutions	Training, skills development & upgrading.
Donors & other Funding Partners	Complement resources from government consolidated fund to the sector.
Tourists	Come to Uganda to visit in increasing numbers and spend more.
District and Lower Level Councils	Develop and protect local tourist attractions, allocate resources to this cause.



Photo by: David Lloyd



MEMBERS OF UGANDA TOURISM ASSOCIATION

